College and University Business

DECEMBER 1953: Business Manager as Educator ★ Employe Indoctrination ★ Corporate Philanthropy ★ Fire Prevention Committee ★ Equipment Utilization ★ Snack Bar Operation

How Honeywell Controls help improve student learning

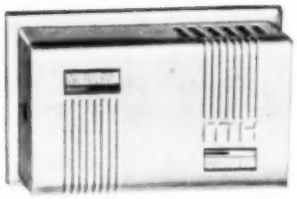
STUDENTS in a classroom with level temperatures, adequate fresh air and proper humidity are generally more receptive to instruction. By accurately coordinating these factors, Honeywell's Individual Room Temperature Control system can help improve a student's rate of learning.

Today, this ideal classroom atmosphere is being enjoyed by thousands of students in hundreds of schools where Honeywell Control systems are being used.

Whatever your requirements—electronic, electric or pneumatic controls for heating, ventilating, hot water, and refrigeration equipment—Honeywell can meet them from their complete line.

Honeywell service is complete, too! A skilled Honeywell engineer will advise you on new installations, modernizations, or help you on any maintenance needed for your present control system. Just contact one of Honeywell's 104 offices, located in key cities from coast to coast.

For a copy of Dr. D. B. Harmon's booklet, "Controlling the Thermal Environment of the Co-ordinated Classroom," or the interesting folder, "5 Ways Teachers Can Improve Learning," write Honeywell, Dept. CB-12-106, Minneapolis 8, Minnesota.



The importance of Individual Room Temperature Control

When each room has its own Honeywell Grad-U-Stat (shown above), heat and fresh air can be regulated to meet the changing conditions that affect students' comfort. For example, the Grad-U-Stat can be set to supply less heat and more fresh air during tests or increased classroom activity.

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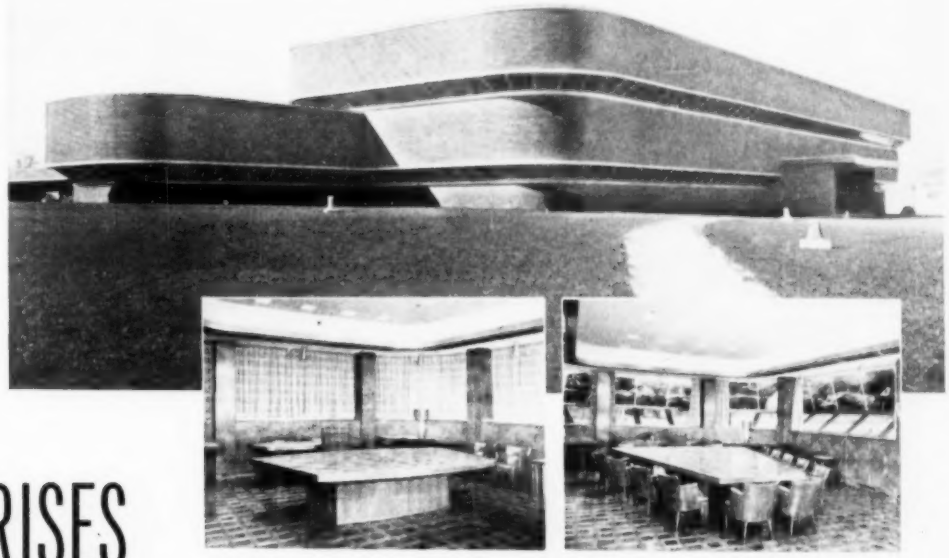

SURPRISES EVERYWHERE AND EFFICIENCY THROUGHOUT

(*Left*) President Elliott Springs' unique desk is equipped with a control panel which actuates doors, draperies, dictating machines and other services.
(*Right*) The same office with directors' table electrically raised to same level as president's desk. Above the inverted angle windows is a 120 ft. mural of the area through which the company's railroad operates.

• For more than 20 years surprise has followed surprise in the operations of The Springs Cotton Mills, and the designing and furnishing of its new office building was no exception. Following are some of the surprises which 15,000 people saw during opening days. The walls are suspended from the roof instead of supporting it. Each floor extends beyond the one below it. Windows are almost invisible, being set at a 45 degree angle to permit maximum light and minimum sunray heat. A conference table, topped by a section of the parquet floor, rises and joins the president's desk when a push button is pressed. Much of the office furniture was partially made of discarded parts of mill equipment. Coupled with the innovations at Springmaid Headquarters are building products of recognized superiority, such as SLOAN *Flush* VALVES, famous for efficiency, durability and economy. Their selection is added evidence of preference that explains why . . .

more **SLOAN** *Flush* **VALVES**
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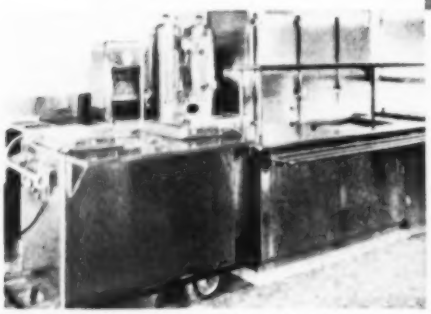
Write for completely descriptive folder

ideas

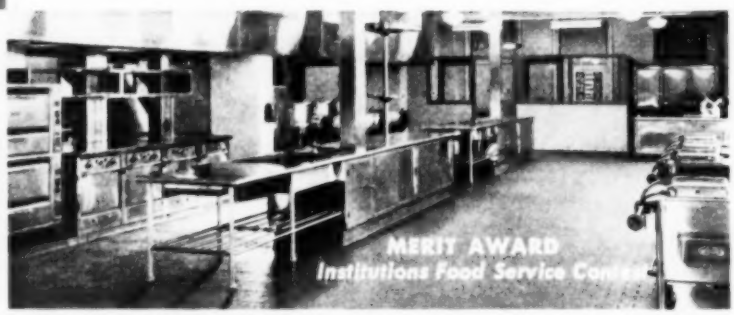
from Blickman-Built award-winning food service installations

sanitary construction lowers maintenance costs

AT BAYLOR UNIVERSITY HOSPITAL, DALLAS, TEXAS

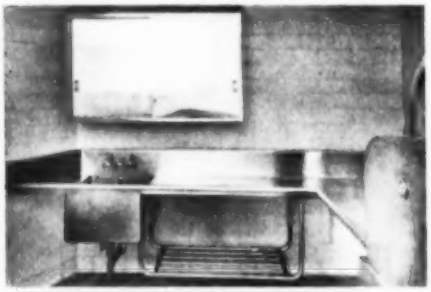


FLOOR PANTRY—showing Blickman-Built food conveyor. Note stainless steel serving counter with round-corner bottom. Pantries have complete service facilities.



GENERAL VIEW OF MAIN KITCHEN — showing food conveyors lined up opposite cook's tables. When loaded, conveyors are wheeled to elevators and taken to individual floor pantries. Stainless steel cook's table typifies sanitary construction of all equipment, featuring round corners, rolled edges, seamless crevice-free surfaces. Note built-in bain marie.

CAFETERIA—close up of stainless steel serving counter. Round-corner bottom, seamless top, welded tray slides, elimination of horizontal trim—all promote cleanliness.



FUNCTIONAL DESIGN AIDS SANITATION in main dish pantry. Stainless steel clean dish table with built-in round-corner sink. Wall-mounting eliminates leg obstructions, facilitates cleaning. Welded tubular undershelf is suspended from dish table, leaving floor clear.

• The stainless steel equipment in this prize-winning installation features construction details which reduce time and labor required for cleaning. For example, wall-mounting of sinks and dish tables leaves floor areas unobstructed for rapid, thorough cleaning. Stainless steel pipe enclosures prevent accumulation of dirt and grease on inaccessible surfaces. Welded tubular undershelves are readily cleaned on all surfaces. Round-corner sinks, rolled edges and seamless stainless steel surfaces facilitate cleaning by eliminating dirt-collecting crevices. Such details help maintain the highest standards of hospital sanitation. In addition, durable welded structures assure years of repair-free service life. Maintenance costs are low as a result.

The installation serves approximately 55,000 meals every month to patients and employees. Service to patients is handled through a well-planned decentralized system. Pre-heated food conveyors are loaded with bulk food in the main kitchen and transported to individual floor pantries. There, trays are set up and distributed to patients.

Designed and equipped by S. Blickman, Inc., this installation won a Merit Award in a recent Institutions Food Service Contest. You, too, can realize substantial savings in labor and maintenance costs by specifying "Blickman-Built."

***Send for illustrated folder** describing Blickman-Built Food Service Equipment — available in single units or complete installations.*

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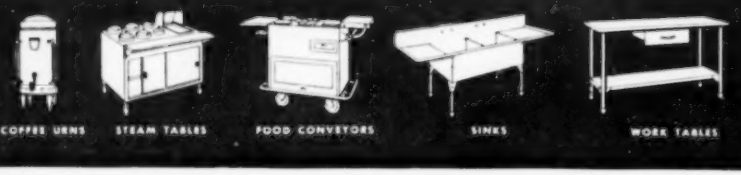

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Vol. 15, No. 6, December 1953

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Among the Authors

Ralph Olmsted

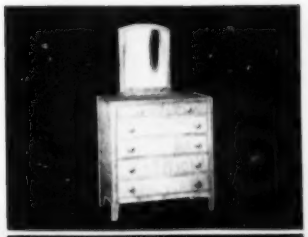
RALPH OLMSTED, business manager and treasurer of Evansville College, Evansville, Ind., since 1928, suggests on page 19 the rôle that the business manager should play as an educator. Before assuming his present position with the college 25 years ago, he had served as assistant to the president of the institution from 1925 to 1928. Mr. Olmsted is active in civic affairs and is a member of the local Rotary Club. He admits to a lively interest in photography and is proud of his four children. Within recent years he has attained grandfather status with two grandchildren to boast about.

Fred F. McLain

FRED F. MCLAIN, controller and treasurer of Occidental College at Los Angeles, describes on page 25 the cooperation in corporate contribution that has proved effective in his area. Mr. McLain joined the Occidental College staff in 1921 as instructor in accounting and graduate manager following two years' experience with a private accounting firm. He was named controller of the college in 1925 and treasurer in 1942. He has been active in the activities of the Western Association of College and University Business Officers and served as its president in 1940. His three sons, like their father, are all graduates of Occidental College. . . . CARL A. DONALDSON, purchasing agent of the University of Nebraska, Lincoln, outlines on page 31 the procedures followed at his institution in utilizing property to its full effectiveness. He has been a member of the University of Nebraska administrative staff ever since he was graduated there in 1928. He became assistant purchasing agent in 1940 and took on his present responsibility in 1948. Mr. Donaldson is active in several fraternal and civic organizations.

John Penick

JOHN PENICK, associate professor of industrial engineering at Texas Technological College at Lubbock, on page 36 reports in considerable detail on the planning work undertaken by the campus fire safety committee. A graduate of the University of Oklahoma, Mr. Penick was active in industrial engineering work in private industry until he joined the Texas Tech staff in 1946. He has worked in most of the areas of the United States in connection with his construction engineering assignments. As a relief from engineering work, he indulges in farming as a sideline; another hobby is tool design. . . . LESLIE SCOTT, manager of Kellogg Center and director of the department of hotel, restaurant and general institution management at Michigan State College, East Lansing, suggests on page 48 the factors to be considered in successfully operating a snack bar. Prior to accepting the managership of Kellogg Center, which is Michigan State's campus hotel for conference groups, Mr. Scott had been director of the student union building on campus. He has been very active in student union, hotel and restaurant association affairs.



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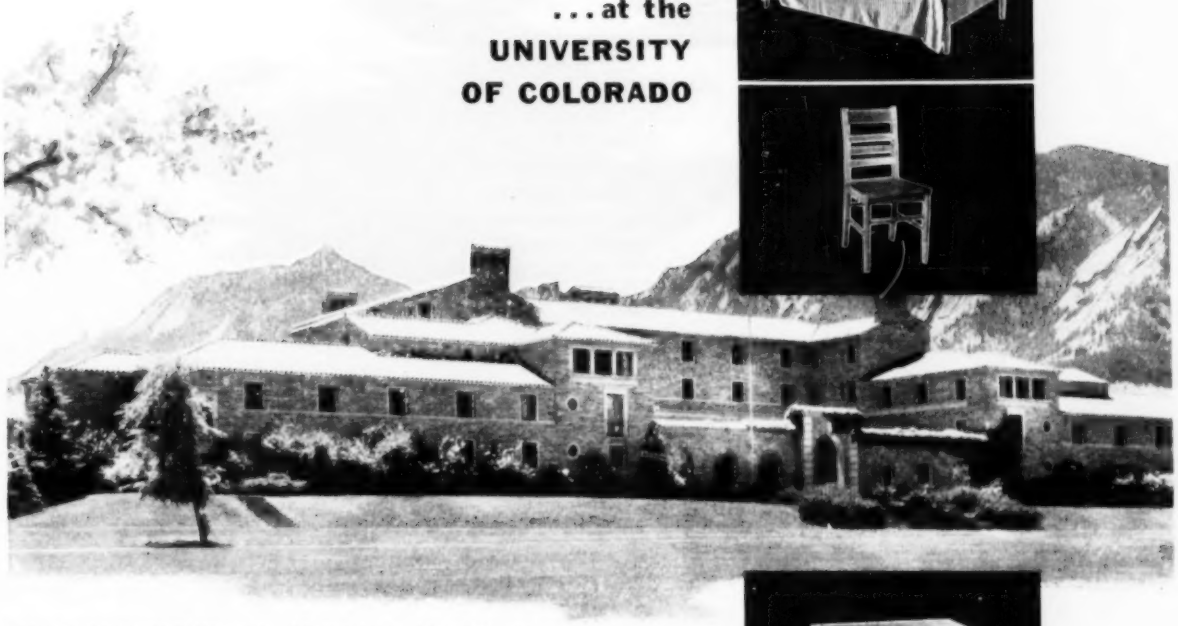
OF COLORADO



Baker Residence Hall, University of Colorado, Boulder, Colorado

Residence Hall furniture by **Carrom**

Carrom's on campus at the University of Colorado—an eye pleasing study in fine residence hall furniture. Picked for functional beauty, these pieces by Carrom take well the scuffs and scrapes of student living . . . add warmth and cheer to already attractive surroundings. The country over, you'll find Carrom—traditional or modern, standard or special, designed and built to give the most in strength as well as style. Pick yours from the Carrom catalog. Write today.

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Questions and Answers

Vendors Permitted?

Question: Are vendors or salesmen permitted to display their merchandise to students in college residence halls? If so, should a fee be collected for permission to show merchandise in residence halls?—E.S., Ore.

ANSWER: In spite of the fact that many college residence halls operate on a self-supporting basis they are not "commercial" organizations in the normal sense of the word. In order that these halls might fully justify their existence on a college campus they should add to the total educational experience of the student. The environment of a college residence hall should be conducive to academic achievement. The halls should provide experience in group living and self-government. They should represent a home for the student and an opportunity for fellowship, but also, when necessary, should serve as a retreat from the many pressures to which students frequently are subjected during what may be their first experience away from home.

The display of merchandise appears to violate the philosophy of living in a residence hall. Such displays are appropriate in commercial hotels and may even be justified in college bookstores or union buildings. They are difficult to justify in a residence hall that serves as a permanent home for students.—RAYMOND KETTLER, *business manager and controller, Purdue University.*

Purchasing Privileges

Question: Should purchasing facilities of the college be available to students? If not, why not?—J.C., Ala.

ANSWER: In most instances the answer would be No. The rare exception would be the small cooperative college with its complete student work program.

There are several excellent reasons for denying students this privilege. First, business firms are one of the institution's main sources of revenue, contributing to its existence by taxes or gifts. Second, performance of the procurement function increases institutional expense. Additional records must be maintained, collections must be made and always with the possibility of loss, and if the work load becomes unduly heavy, either additional help must be employed or purchasing service to instructional departments must be reduced in efficiency. Third, a complete education consists of more than theoretical training. To provide a complete education, the institution should permit the student to perform routine, daily tasks in a normal manner.

In many college communities, upon proper identification, business firms grant special student discounts. This type of transaction is acceptable as it permits a reduction in the student's educational expense but allows him to assume full responsibility for a normal act.—J. B. RORK, *assistant business manager, University of Denver.*

Paint Brushes vs. Rollers

Question: Have painters found the use of rollers to be more effective than brushes for applying paints?—J.C., Pa.

ANSWER: Our painters have found rollers effective in reducing costs on applying paint on interior wall surfaces generally. There is a certain amount of hand-brush work necessary in connection with the use of rollers. But the speed of application and the lack of skill required with roller application result in real economy.—JOHN KREINHEDER, *superintendent of buildings and grounds, Wellesley College.*

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.

Construction Labor Costs

Question: Does it appear likely that construction labor costs will level off in the next year?—B.T., Calif.

ANSWER: Because of the uncertain conditions, any prediction of labor costs one year hence is rather hazardous.

The uncertainties in the present picture are: (1) international relations—increased war tensions; (2) governmental spending; (3) general business conditions. Assuming that there is no increase in international tensions and that we have the present trend to reduce the federal budget, which will have some effect on the general business level, I predict that the building industries generally will decline, resulting in surplus construction labor. If this condition continues for some time, construction labor costs will decline because of (1) increased efficiency of labor resulting from greater competition; (2) increased competition in bidding on the jobs.

My personal feeling at present is that labor costs will decline within the next year.—WALTER W. KRAFT, *director, physical plant, University of Oklahoma.*

Uniforms for Personnel?

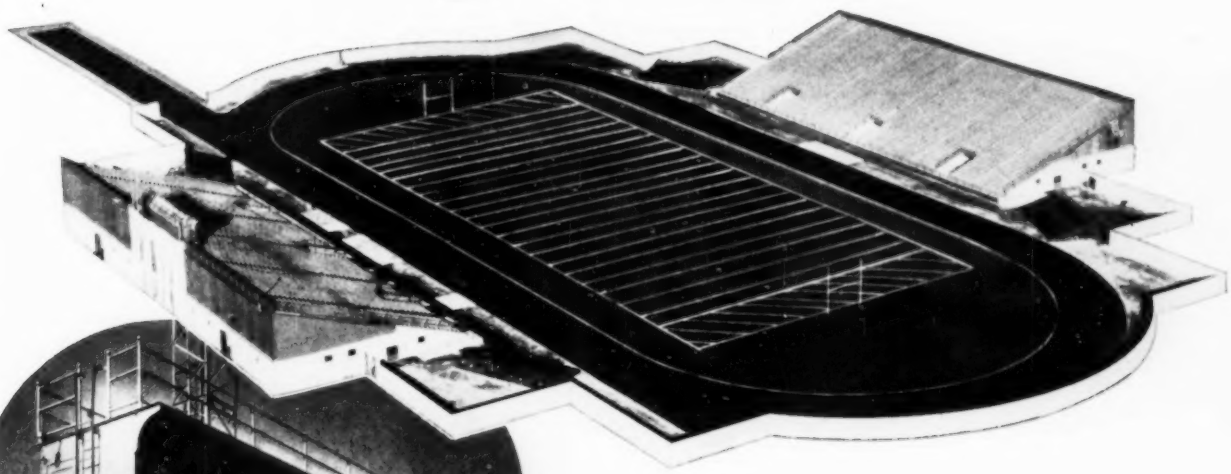
Question: Should residence hall maintenance and housekeeping personnel be uniformed? Who should pay for the uniforms?—D.F., Fla.

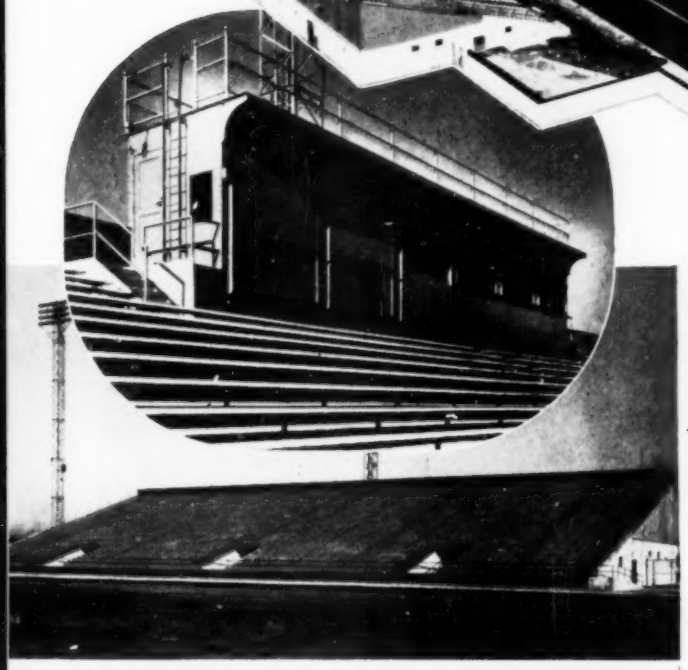
ANSWER: As residence hall operations grow and become more complex, it becomes more desirable to uniform all housekeeping and maintenance personnel. There is little doubt that uniforms result in a neater appearance, a better means of identification, and improved morale.

At the present time, uniforms for maids appear to be the general practice. Many residence halls also have janitors in uniform, but this practice is not so widespread.

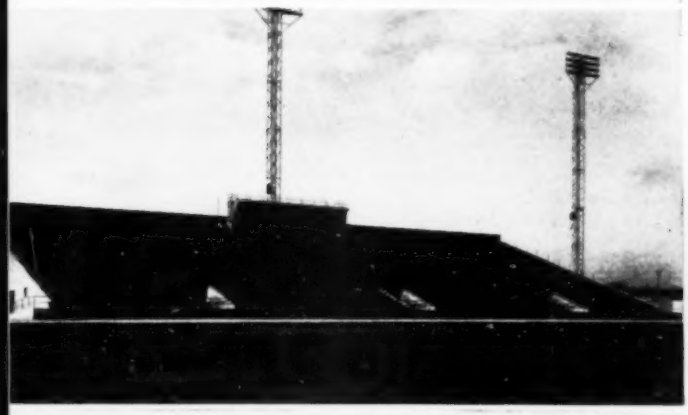
If employes are required to wear uniforms, the residence hall operation should pay for them.—V. L. KRETSCHMER, *director of housing, University of Illinois.*

PITTSBURGH-DES MOINES
Steel Deck *Grandstands*





Top—the Dayton stadium layout. *Inset*—Press box, West Stand. Above—East Stand, capacity 5750.



West Stand, capacity 5550, with steel Press Box. Both stands have enclosed underdeck areas.

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New Dormitory Features Newest Plumbing

This installation in Men's Dormitory at Bradley University takes advantage of the modern design features of the Crane Criterion lavatory to form a continuous counter-top. Control valves illustrated have clear Lucite handles.

A new trend is shaping up in college washroom plumbing. It's a trend away from strictly "institution-type" fixtures in favor of the better-looking and more convenient fixtures that have proved their worth in modern home-design.

A good example is the Crane Criterion lavatory installation in the new men's dormitory at Bradley University. Installed side-by-side, these counter-top lavatories form a continuous surface that enhances the appearance of the room, makes best use of available floor space, and provides its own shelf for students' toilet articles.

The continuous counter-top is easy to keep clean, and so are the smooth surfaces of the chrome and Lucite fittings. And each lavatory is fitted with Crane's exclusive, drip-resisting Dial-ese controls, that make maintenance easy because all wear-subjected parts are enclosed in a cartridge that can be slipped out and replaced in seconds.

When building or remodeling, it will pay you to investigate this new trend in plumbing...and to let your Architect and Plumbing Contractor know your preference for Crane.

Bradley University Men's Dormitory, Peoria, Illinois. **Architect,** Gregg, Briggs & Foley. **General Contractor,** Val Jobst & Son. **Plumbing Contractor,** Crowley Bros.

CRANE CO.

GENERAL OFFICES: 836 SOUTH MICHIGAN AVE., CHICAGO 5

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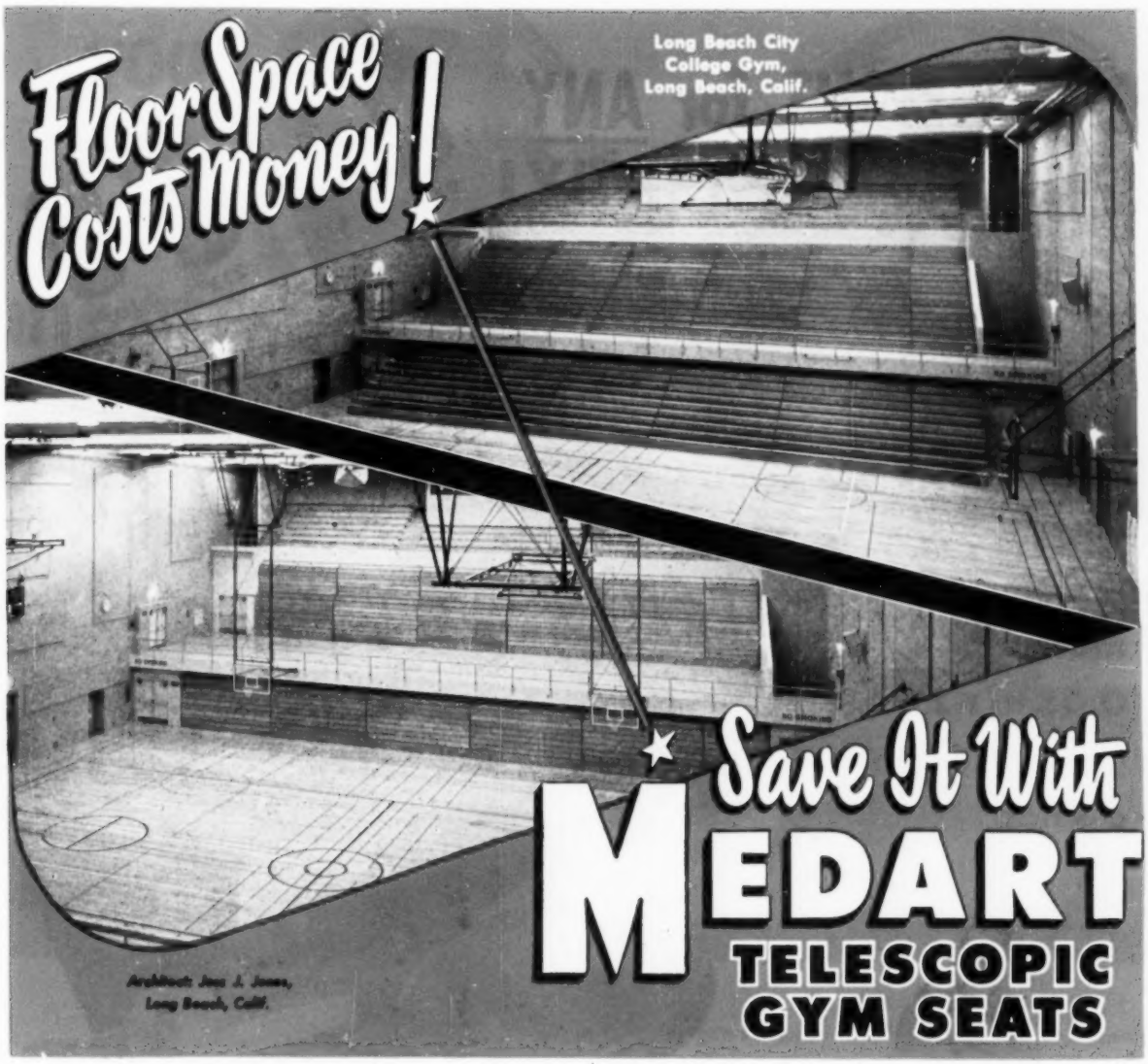
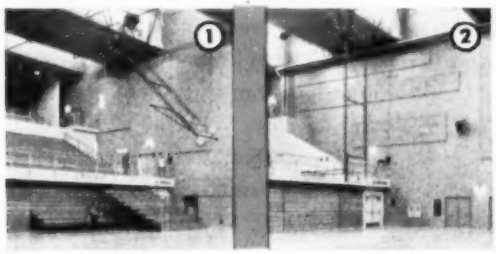


Upper right photo shows main floor and balcony seats open to accommodate capacity audience. Above photo shows seats closed to recover all available floor and balcony space for class use. The other side of gym is similarly equipped with Medart Seats. Here is convincing evidence that a gym built to seat thousands of spectators need be but slightly larger than one with no seating at all—a tremendous saving in cost!



(1) Medart Telescopic Gym Seats are easily opened or closed in a few minutes. Only Medart has the easy-operating "Floating Motion" principle.

(2) Here are Medart Seats closed in below-the-balcony recess. Note how much floor area can be recovered when seats are not required.

Medart Telescopic Gym Seats* make possible huge reductions in building costs by saving the usual "wasted" floor area required for fixed seating. Open, they provide in a few minutes maximum safe and comfortable seating for capacity admission-paying audiences. Closed, they free almost every foot of floor space for daily class use. And the cost is far less than knockdown or built-in seats.

Medart Seat sections, using a *self-supporting* steel understructure, will safely carry loads of 400 pounds per linear foot per row. Each seat board, foot board and riser is supported by *4 vertical* steel uprights that place the live load on the floor where it belongs. Automatic retracting rubber-cushioned rollers protect floors during opening and closing of seats.

Versatile design permits the use of one or more rows as needed. The "Floating Motion" principle provides for easy opening and easy closing. These and the many other features in Medart Seats cost no more but promise extra savings in long service and lower upkeep.

SEE OUR CATALOG IN SWEET'S

Send For Catalog

*Medart Telescopic Gym Seats are fully protected by U. S. Patents.

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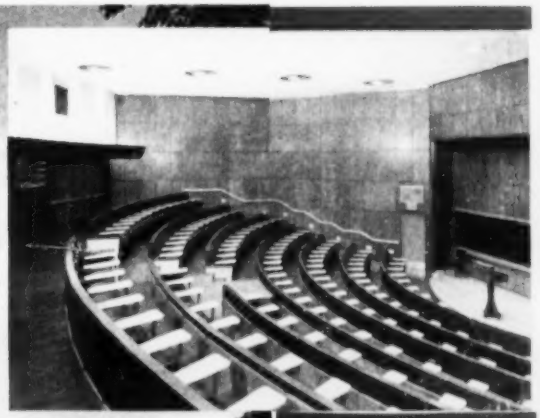

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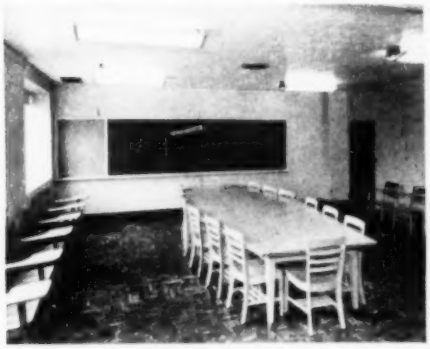
Below: Conference Type Classroom



Below: Reading Room and Interconnecting Lounge

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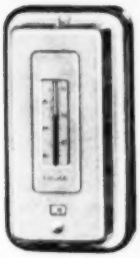

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Peace...

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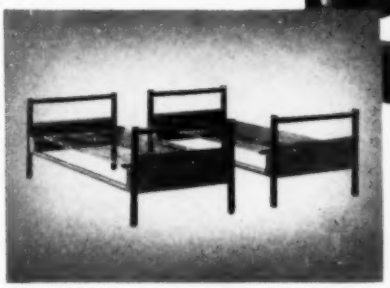

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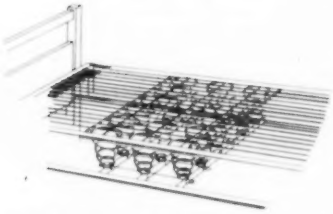

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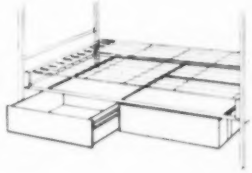

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2000 of these handsome Goodform chairs lend an air of ease to the many public and private dining rooms, meeting rooms and ballrooms of the Bellevue-Stratford, in the heart of Philadelphia. The classic beauty of the Goodform chair is matched by its amazingly long service life. Its anodized aluminum frame will not tarnish and is resistant to wear.

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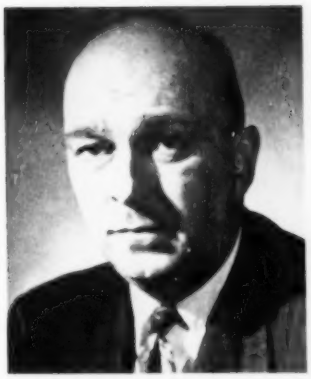
GUEST EDITORIAL

THE BUSINESS MANAGER AND HIS COMMUNITY



IRWIN K. FRENCH
Business Manager
Wellesley College, Wellesley, Mass.

IT IS WITHIN THE MEMORY OF MANY NOW LIVING when the business management of a college consisted of the man in a shiny alpaca coat, his eyes protected from the flickering light by a green eyeshade, who perched on his high stool before a sloped and scarred desk, laboriously recording in a daybook the meager expenses and often the more meager income of his institution.

There was little pleasure in making a public appearance, since what satisfaction was there in meeting a long suffering creditor and explaining to him that he must suffer just a little longer before relief could be granted in the form of a small payment on account.

Gradually, with the passing of years, changes took place. Philanthropists shared their wealth with struggling colleges. Funds were given for new buildings, endowments and scholarships. Enrollments became greater, salaries increased to higher levels, the expense of operation grew, and the business of administration became more complex. Bookkeepers became business officers, clerks became secretaries, and general maintenance men became skilled workers in their particular fields.

Rather than a burden to the community, educational institutions, even with their tax exempt status, became assets. Pay rolls represented a major contribution to the local economy. Spending by students made many a shop and ice cream parlor a profitable venture.

With this slow but steady development the business officer emerged as the representative of his institution in the business life of the community. His became the responsibility to see that local business was treated fairly and equitably. He served his institution and his community by becoming an active and enthusiastic member in one of the local service organizations. He joined in furthering the work of the church of his choice. His knowledge of a wide range of business operations made him a valued member of the local hospital board and other charitable organizations, and often his knowledge of investments and finance proved of great value in helping to guide the destiny of the local bank.

He had frequent opportunities to explain the merits of the tax exemption status of educational property and why the college should still receive the benefit of local fire and police protection. From time to time he sold his president and board on the justification of the college's participation in an expansion in the fire protection program of the community.

When students violated the accepted behavior code and youthful spirits reached the boiling-over point, a meeting with local authorities helped to smooth over ruffled feelings.

Not only can the business officer of today contribute to the development of community good will through participation in local activities and projects, but respect for his institution can be gained through efficient and capable conduct of his duties as business officer.

Satisfactory personnel relationships with his employes and associates will reflect to advantage throughout the community, for often members of the college family comprise a sizable and important segment of local life and activities. Therefore, inefficient operation and unsatisfactory employe relations are quickly reflected in the attitude of the general public toward the business officer who does not measure up to the standards of accomplishment expected of him.

These accomplishments and many others are the opportunities that face the business officer today. He can become the good-will ambassador of his institution to its neighbors and community. He can tear down the wall of bad town and gown relations, replacing it with a spirit of understanding and good feeling and the belief that the best interests of each are the best interests of both.

A good business manager will not hesitate to accept and assume these responsibilities as a welcome service to his institution. Any reluctance to carry out this assignment or a halfhearted approach to it may well be a serious error costly to him and to his college.

The successful attainment of this phase of his operations will result in the building up and the maintaining of a high level of good feeling between town and gown and help to obtain the continued public support of the local community. It is a challenge to all. Those who have chosen this sphere of service in the educational field must not fail to do their utmost in meeting this challenge successfully.

Looking Forward

Sports Cartel Stench

COLLEGE ATHLETICS HAS BEEN COMING IN FOR ITS share of public abuse, with both college presidents and coaches deploring the influences that are professionalizing much that passes for amateur sport. Little has been said about a common practice among coaches, a practice that deserves equal censure.

For many years sports equipment manufacturers have been appointing college coaches as consultants or advisory board members, allegedly for the purpose of aid in the design of new equipment. What actually happens in too many cases is that the coach who is a firm's consultant invariably ends up buying that company's equipment. Competitive bidding on athletic equipment is a sham. Any college purchasing agent who indulged in such favoritism or hypocrisy would soon be out of a job, but apparently the college coach is uninfluenced by the code of ethics that requires equal consideration of merchandise of comparable quality. A typical example is that of a prominent coach at a West Coast university who permits use only of a football supplied by the firm for which he is a consultant. Other equipment can be used in practice, but not in intercollegiate games.

In last year's congressional e! tions, the public expressed considerable indignation in regard to influence peddling and 5 per centers. It's time college presidents, business managers, and purchasing agents launched a "trust busting" campaign of their own.

Nontaxable Retirement Income

COLLEGE EXECUTIVES WOULD BE WELL ADVISED TO interest themselves in the provisions of H.R. 5180, a bill introduced in the House on May 13 by Noah M. Mason (R.-Ill.). The bill proposes "to amend Section 22 of the Internal Revenue Code so as to provide that $125 a month of retirement income shall be nontaxable."

This bill is of particular interest to those in higher education who are not presently eligible for retirement provisions of the Old Age and Survivors Insurance of the Social Security Act. Persons now receiving retirement benefits of social security, veterans' pensions, or the Railroad Retirement Act enjoy tax exemption provisions not now available to those who are unable to qualify because of the nature of their employment.

H.R. 5180 is an attempt to equalize federal taxation legislation so that no employed group shall remain as victims of discriminatory legislation so far as federal taxation on retirement income is concerned.

In the interest of justice and equity, all employed persons facing retirement have a personal stake in urging the passage of H.R. 5180.

Handle With Care

COLLEGE PRESIDENTS COME IN ALL SIZES, SHAPES and colors. For many members of the administrative family they represent an enigma not easily solved.

A recent issue of *Dun's Review* suggests some rules for success in dealing with presidents:

"Go to presidents *with* decisions, not *for* decisions.

"Go to presidents with fundamentals, not with details.

"Be clear, concise, complete, convincing.

"Be prepared.

"Be brief.

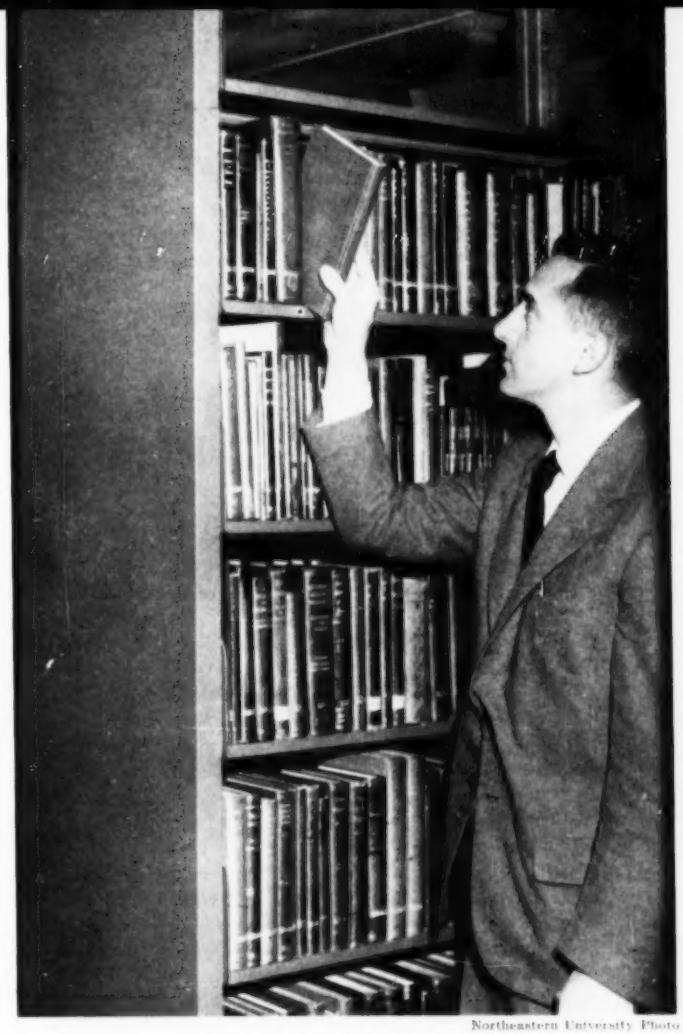
"Presidents embrace ideas and make their decisions on the basis of experience, judgment, departmental recommendations; and sometimes by intuition, hunch, tossing a coin, or for purely personal or emotional reasons—ignoring the persuasion of science or facts—seldom enough to prove that they usually are wise and often enough to show that they are human."

Discrimination on the Wane?

IT'S ENCOURAGING TO NOTE REPORTS FROM MANY private and governmental organizations that improvement is being made in eliminating racial and religious discriminatory practices in regard to student admission policies of American colleges and universities. A recent report by the Connecticut Civil Rights Commission showed a real improvement had been made in reducing discriminatory policies. A study by the American Jewish Committee also reported better conditions. Much of the credit goes to the excellent conduct of students, who have been the principals in many of the controversial cases of recent months. For the most part, students of minority races and religions have been graciously accepted by their classmates, and dire predictions of riots and rowdyism have proved to be without substance.

As long as discrimination does exist, however, efforts must be continued to remove this unsavory practice, so contrary to the democratic principles upon which our constitutional government was established. The end of the road is not in sight, but the hills ahead look a little less formidable.

The business manager, except for the president, may be the only person who can see the whole picture of the college program.



Northeastern University Photo

The BUSINESS MANAGER as an EDUCATOR

RALPH OLMSTED
Business Manager, Evansville College, Evansville, Ind.

THE BUSINESS MANAGER AND HIS staff are the servants of the college. The college does not exist for him; his job exists because there is a college. He is not an end in himself; he is the means to an end.

The end of a college is teaching, not administration. The important thing about a college is what takes place between the teacher and the student. Cowling and Davidson in "Colleges for Freedom" say: "The relationship between the teacher and the student represents the fundamental purpose of a true college; all other features of its program, including administration and finance, should be subservient to that end."

The function of the college business manager or other administrator is to free teachers to perform their true functions and to encourage them in that performance. The work of presidents, of deans, or business managers must be judged in terms of helpfulness to teachers.

Harry Wells of Northwestern University recently said: "After all, the business management of an institution has no other function than to support the educational program and therefore, if it is alert, it should be awake to the values to which that program is dedicated."

This will not be news to most business officers. Most of them accept this philosophy, or, at least, think they do. The question is: Do they really mean what they say? Do they act out day by day what they say they believe? Whether they do or not will be determined largely by two factors. First is the factor of personality. Is the business manager big enough to see a point of view other than his own? Is he big enough to think less about his rights and more about his responsibilities? Is he big enough to be objective? To disagreee without being disagreeable? Is he big enough to have patience?

Second, the business manager's performance is likely to depend a good deal upon the attitudes that he has brought to his job. Has he entered college business management as an educator (not necessarily via teaching) or has he entered as merely guardian of the moneybags? Has he a creative and dynamic approach to the job, or is he interested only in the rules and regulations, the prohibitions, and the "thou shalt nots"?

Does the business manager, in accepting the point of view and approach of service, lose any of his importance? Not in the least. The position of business manager is soundly established. He can afford to be modest and unassuming. His place in the scheme of things is, with few exceptions, understood and appreciated by his superior officers—the president and the board of trustees.

David Henry, executive vice chancellor of New York University, says: "The business officer is indispensable in any effective educational institution's operation; he is as essential to the total program as the chief administrative officer or any other divisional head, including instruction." But Dr. Henry is speaking of the business manager in a functional, not a personal, sense. No business manager is indispensable.

I do not mean to deprecate the importance of the function of business management. I am asking for a recog-

nition of the fact that business managers exist for the college, not the college for them.

If a business officer really wants to, he can say "no" to a faculty member and retain his friendship. He can disagree without being disagreeable. He can show that he respects the other fellow as a person even if he cannot agree with his position. He can keep differences of opinion on an impersonal and objective basis.

Let's look now a little more specifically at the functions of business management. The functions are many, but they are now fairly well understood and agreed upon, thanks to John Dale Russell and others. I will follow Dr. Russell's outline as it appears in Chapter II of "The Finance of Higher Education."

It is not my purpose here to discuss these functions, but to try to relate them to the foregoing point of view.

1. *Financial accounting* and the preparation of financial reports and statistics. Financial accounting, however beautifully and efficiently done, is not an end in itself.

Poor financial accounting must necessarily detrimentally affect the educational program through inability of the president and others to obtain accurate and adequate financial information. Basing decisions upon faulty financial information is as dangerous as steering a ship by faulty maps and charts.

2. *Assistance in preparation of the budget.* If the business manager is capable of educational leadership, this is the place for him to exercise it. Except for the president, he may be the only person on the campus who can see the whole picture of the college program. If he is an educator the least he can do in this post is to strive to hold down administrative overhead, to keep maintenance and operation within proper limits, and to achieve a proper balance in the financial support to be given to the various sections of the educational program. If he has the educational point of view, he will want to see money spent on educational functions.

Department heads are not equally adept at presenting the needs of their departments. Some are graspers who want their share and two or three other shares. Others do not know how to present adequately the financial needs of their departments or they prefer not to ask for fear of seeming to be greedy. It's my opinion that it is just as important that the business manager suggest increases in some askings as to suggest decreases in others. He may feel that in doing so he is stepping over into the president's or the dean's field of action. Perhaps this is true, but I still think the business manager should be well informed as to his college's educational program and have sufficient educational outlook and judgment to exert an influence here if he has been given responsibility to do so.

3. *The expenditure of institutional funds,* including pay roll. It is possible for a business manager to think of this function of expenditure of funds only in a negative sense. He may consider it his job to see how much money he can keep departments from spending. Actually his job is not to hoard the college's money but to spend it wisely. It is not the money the college keeps that indicates good management, but the money it spends for real purposes of the college.

A business manager whose only objective is a large surplus at the end of the year is more of a hindrance than a help to his college, if the surplus is created at the expense of the educational program and is achieved by denying to the educational department the supplies and services it actually needs. Let's not take pride in blocking the spending of money for necessary educational purposes.

4. *The collection of revenues,* the cashiering function, and the safeguarding of funds. The educational program of a college is of such importance and is so dependent upon revenues that the college has a right to expect that the business manager will see to it that every dollar due the institution is collected and that the method of handling the cash is such that it is safeguarded from every known hazard.

5. *Financial relations with students.* The skill and patience of the business manager in dealing with the financial problems of students may have a considerable bearing on the financial stability of the college, especially if it depends to a considerable degree upon tuition.

Careless extension of credit eventually will lower teachers' salaries and reduce the money available for instructional supplies. Poor handling of loan funds will deplete the funds, destroy the confidence of donors, and deprive future students of the assistance they need. Many students need financial advice which the business manager may be able to give. If they heed it, they may be saved as students.

The business manager who counsels students on their financial problems has a marvelous opportunity to teach under ideal conditions. In the first place, it is personal instruction. Second, the motivation is high; the student has come with a problem. In such a situation a business manager may be able to teach lessons in personal integrity, in the proper facing of financial obligations, in proper respect for credit, and in rendering honest service for pay received, lessons that the student may not learn in the classroom.

6. *Management of invested funds.* The business manager cannot possibly be expert in every field in which he is expected to function. He may not be an investment expert but he can become familiar with the accepted standards of endowment fund management. Sound principles of the handling of college endowment funds have been formulated and fairly well agreed on. He may be excused for not being able to predict the future. But he should not be excused for not knowing the generally accepted sound principles of preservation of principal and production of income from an endowment fund.

7. *Purchasing.* This function offers many opportunities for service to the college, which is to say to the teaching process, and it also presents the most fertile field for strained relations with the faculty. There are three essentials for success: (1) strong backing from the chief executive of the college; (2) competence in the purchaser, and (3) educational outlook of the purchaser.

College budgets usually are inelastic. They are fixed for a year or two years and there is little opportunity for flexibility. If the purchasing department through effective buying can procure from a given amount of money 5 or 10 per cent more of satisfactory materials or services, it has in effect increased that item of the budget 5 or 10 per cent—no small accomplishment.

Relieving faculty members of the responsibility of purchasing also should measurably increase the effectiveness of instruction by freeing the professor for the real job for which he has been engaged—teaching. Many faculty members spend an entirely disproportionate amount of time on tasks that someone else (a purchasing agent, for example) can do better and more economically.

The adequacy of the purchasing organization in each college will determine in large part the extent to which the department will rely upon faculty

members in buying. If the college can afford specialists in buying, it will find that they may know more than the faculty member, not only about sources and markets and procedures, which they would naturally be expected to, but about the products themselves. I am thinking, for example, about the college or university that has a specialist for purchasing laboratory equipment. Many institutions, however, will have to rely greatly upon the requisitioning professor. William R. Spriegel, chairman of the department of management of the college of business administration, University of Texas, comments upon the relation of the business manager to professors as follows:

"Your function is to serve. You always should remember that you are dealing with a highly trained professional group of people, specialists in their own field; that many faculty members are immeasurably better trained in the technical aspects of the item you are buying for them than you are; that you will make yourself look asinine by trying to change the specifications of a technical item called for by an authority, or by buying something that does not answer his needs merely because of price or your desire for standardization; that you will be wise to make use of specialists on your own faculty to whom others pay high consulting fees, while you could have this service free."

8. *Employment of nonacademic personnel.* These are the people who keep the machinery running. If you have any feeling that they are unimportant, just remember what happens when one of them fails to show up—the switchboard operator, for instance, or your secretary. These are the people who keep the great physical machine functioning, who keep the wheels turning, who do the less intellectual but highly important work of the college. But all their activity—their pushing of brooms, punching of typewriters, shoveling of coal, turning of duplicating machines, pushing of pencils, and driving of trucks—is all this buzzing activity an end in itself? It is not; it has just one purpose and that is to make possible the more effective education of students.

To the extent that the business manager succeeds in getting able and conscientious personnel and to the extent that he can train them and weld them into an effective team to carry on their supporting rôles for education, to this extent will he be meeting the challenge that this function places on his doorstep.

9. *Supervision of the physical plant.* The proper cleaning, heating, lighting and ventilating of college buildings has a direct, immediate and important effect upon the educational process. Can the business manager transmit to his workmen the realization that the end purpose of their work is so to control the physical conditions that teaching may be done effectively? To be more specific, can he convince a given custodian that his daily duties, which to him probably are ends in themselves, are really the important means through which the college can accomplish the great purposes for which it was created?

10. *Management of auxiliary activities.* This is an area in which the attitude of the business manager can have a powerful effect upon his college's academic program. I believe the consensus among business managers is that auxiliary activities should be self-supporting. But what is meant by self-supporting? If we consider only the direct costs, we are fooling ourselves, deceiving our constituency, and reducing the amount of money available for the educational program, which is to say salaries and instructional supplies and expense.

Does the business manager provide out of auxiliary income, say for example, out of food service income, a reserve for the replacement of food service equipment? A similar reserve for dormitory furniture? Does he charge auxiliary services with their proportionate share of general administrative overhead? If he does not, he is subsidizing these services and most likely the subsidy finally is a deduction from the money available for the purpose for which the college was created.

College business management is struggling to become a profession. By the usually accepted standards of what constitutes a profession it qualifies on several points but falls short on others. Whether it becomes a profession will depend upon the business managers.

The business manager must know what he believes. Like the crews of the geodetic survey he must put down some reference points which he can thereafter accept as correct without argument. He must have his charts and maps. For self-defense, if for no other reason, he must have some convictions, some standards against which he can measure the many conflicting ideas, claims and demands that come to his desk.

The conditions under which most business managers are operating and are likely to continue for many years—conditions of inflation, of fluctuating enrollments, of mounting taxes for military preparedness and military and economic aid to the world, conditions of uncertainty and of shifting moral standards—will call for great skill and inspired leadership. Never were clear thinking and strong convictions more needed in education.

The business manager who counsels students on their financial problems is given the opportunity to teach under ideal conditions.

HOW OUR INDOCTRINATION PROGRAM WORKS

It is hard to communicate with all employes in a large university. We decided recently that we must improve our communications with both academic and nonacademic employes. Our first step was to set up an indoctrination program for beginning employes. Our second device is the informal staff meeting. Both of these are described.

JERRY F. SCROGGS
Adviser to Controller on Nonacademic Personnel
University of Washington, Seattle

EMPLOYE COMMUNICATIONS IN OUR universities are complex. An academic institution is considerably different in many ways from a business concern, and, because of its organizational structure, it creates certain communication problems not normally found in industry or government.

This academic structuring of our universities requires an intensive decentralization of administrative responsibilities to the many departments of the organization. The decentralization frequently makes it difficult to provide all employes with basic information, and, even if such information is passed down through appropriate channels, it is frequently improperly explained by the department head or supervisor.

This problem is as significant for academic personnel as it is for those in nonacademic personnel work. Most universities are forced to communicate to employes by general announcements. They must communicate information through employe magazines or even student newspapers. The effectiveness of the communication depends largely upon employe willingness to read these announcements or articles. If the employes fail to read them, then the university has completely failed to reach them, even with important announcements.

A second phase of the communications problem relates to the status of the university or college in its community. By nature, the college or university is a great source for feature articles in the newspapers. This creates a communications problem, one primarily related to the element of timing. It can indeed be unfortunate if information concerning budgets or the employment levels of an institution appears in the local newspapers before any official information is furnished to employes.

There may be no solution to the foregoing problem other than, perhaps, scrutinizing the announcements that are made by the university with more care and endeavoring to see that employes get appropriate information first, rather than reading about it in the paper and then speculating on its implications.

A good public relations program works hand in hand with a good employe communication. A university can have an effective public relations program and still manage to communicate effectively to its employes if it is willing to emphasize in its organization the importance of communication to all employes.

I mention these problems only to provide some background on why we at the University of Washington felt it was desirable, even essential, that something be done to improve our communications with employes. We have not found all the answers nor, I suspect, will we ever. But the two programs I shall describe are efforts on our part to offset the difficulties mentioned.

The University of Washington's nonacademic employes' indoctrination program has been in operation for more than two years. We had four objectives. First, we wanted to provide employes with firsthand information about the institution, and we wanted to give them this information as we met them face to face. It was our belief that information presented directly and orally would be much better received, and certainly better understood, than information provided in any type of written form.

Owing to the size of the university we feel that we do not have enough personal contact between top adminis-

From an address presented at the Western Association of College and University Business Officers, Victoria, B.C., 1955.

Indoctrination meetings are limited to groups of approximately thirty.

tration and regular employes. If something is not done to narrow this gap, our employes may soon view the university as an impersonal organization with little direct concern for the individual employe. But if our employes know that they work for a friendly and personal organization, composed of real people, they will in turn be better employes and valuable public relations representatives of the institution.

The second objective of the program is to introduce our president and other administrative officials to the employes. I was talking with an employe who had been on our campus some thirty years and he mentioned that in all his years of service he never had been given a chance to meet the president. I felt that we had failed somewhere in not giving our most faithful employes the chance to meet the head of the institution they served, so I asked our president and controller to participate in an indoctrination program.

A third objective of these meetings was to provide employes with information about the university so that they themselves could transmit this information to others. Frequently they are asked questions concerning the university at social affairs. We do not expect them to be experts, but we do want them to have some facts concerning the university and to understand some of our problems. We are anxious that they know they have a right to obtain any information about the university from any administrative office, so that unanswered questions will not remain the subject of speculation or guesswork.

FINAL OBJECTIVE

The fourth and final objective of our program is to endeavor to answer all employes' questions concerning their employment at the university. These questions always touch such matters as hours, pay, vacation, retirement and so on.

This is how our indoctrination program works. We invite all new employes to attend the indoctrination meeting, which usually is held within two months of their employment. We endeavor to have from 25 to 30 persons present, and normally we invite four or five older employes to attend also. Our written invitations, which include brief notes on the meeting and announce the speakers, are mailed approximately a week ahead of the meeting date. The meetings, held in a comfortable and informal room in our Student Union, last about an hour and a half. We have upon occasions tried to increase the attendance, but in so doing have found some of the informality is lost when the meeting becomes larger than a group of approximately thirty.

The meeting is started with a brief introduction of the university officials who are present to answer questions and to talk. Then the president is introduced and gives a 10 or 15 minute talk. This is the only formal talk made. The president explains to new employes the scope of activity of the university, relates the many nonacademic jobs to the basic purpose of the university, and explains the rôle the university plays in relation to the students and to the state as a whole. After the president's talk the meeting is opened for questions, and employes are encouraged to ask questions concerning the university or their employment.

The spontaneousness of the question period varies considerably between groups. Some groups immediately ask questions and usually their questions cover a wide range of subjects. Frequently, however, there is at the start

of the question period a conspicuous silence while the group sees what brave soul is willing to venture a question to our administrative representatives. We have found that it is extremely important in such cases to have a few set questions that the moderator of the meeting can direct to one of the speakers present. When these questions are asked it seems to start the flow of questions from the employes. Our question period generally lasts a full hour.

At the conclusion of the meeting we hand each employe a questionnaire that asks for his evaluation of the meeting. We do not ask him to sign the questionnaire and we encourage him to be critical. The questionnaire concerns itself with such things as whether the meeting has been of value to him, whether the meeting was too long or too short, and whether he feels that these meetings should be continued for other employes.

Our returns from these questionnaires have been extremely favorable, and a good share of the questionnaires returned have made specific constructive suggestions on how the meetings could be improved. In evaluating the questionnaires we feel that our employes accept this program as a desirable employe relations activity.

STAFF MEETINGS

In discussing the second communication program, we have found that the informal staff meetings are not as effective as those regularly scheduled. Informal—or, if you prefer, irregular—staff meetings are frequently postponed and usually are held only when it is convenient for all parties. Unfortunately, this does not accomplish the objective of these meetings, which is to provide current information concerning the university and its operations.

A staff meeting, above all, should be a two-way road of information. It should be used to channel information from the top officials down to their various subordinates, and also it should provide an opportunity for the subordinates to discuss their problems with their respective superiors. Staff meetings need not be the only elements of the communications program. They can be used for establishing and developing specific administrative action on particular problems. Thus, their justification is not one merely of communications but also of good administrative planning.

The history of the staff meetings that are conducted in our controller's division at the University of Washington is not long. The first meetings, held some two years ago, were informal conferences of 10 or 12 departmental heads within this division. Many of these meetings were spent visiting various areas on the campus and becoming better acquainted with many departments. These meetings were so well accepted that they resulted in the development of a formal meeting held in the controller's office at a specific time, at first weekly and now every other week. We allot approximately one hour for each.

Approximately fifteen staff members attend the meeting and, on occasion, others are invited to attend when the subject relates to their fields. Discussion topics for each meeting are determined at the previous meeting, with assignments for those individuals who will take part in the preparation of the material required. Frequently the topics are of general nature and are thrown open for discussion, allowing opportunity for most individuals to express their views or to explain the relationship their department may have to this specific problem. Meetings are held strictly to the one-hour time limit.

The type of subjects discussed in meetings include such things as the proper security of our buildings and the development of a better procedure for handling keys to the offices and buildings on the campus. A considerable amount of work was required of the two or three persons assigned to study this specific problem. The controller also has used these staff meetings effectively to pass down to his staff members information concerning action taken by the board of regents in its latest meetings.

In evaluating the results of our staff meetings, many specific advantages can be cited. There is the development of new procedures and policies where perhaps none existed in the past, and the study of some long-range problems that may not result in immediate action but that eventually may present opportunities for gradual changes.

SUMMARY

The indoctrination program leaves a considerable opportunity for improvement. Our present program concerns itself primarily with new employes. There is an equally urgent need to develop a similar program for older employes. We have new administrative officials entering our organization, new policies, new physical facilities, and changes in emphasis in our education program itself. It is difficult for an employe to work at the university for a period of five or six years without being left behind by new developments and changes. However, these programs must be handled without too much duplication or repetition in order to maintain the employes' interest.

I believe our staff meetings are not extended far enough down the line. By this I mean that not enough of us who attend staff meetings with our superiors go back and conduct staff meetings with subordinates. This, I believe, is basic to good departmental operations, since all the employes within the department should have an understanding of the objectives and goals of the department. If these objectives are known to employes then they, too, will gain from the accomplishments of the department.

There is still a great potential for corporation philanthropy under

The 5% RULE

FRED M. McLAIN
Controller, Occidental College, Los Angeles

INCREASINGLY, DURING THE PRESENT century, corporations have been making gifts to education. Such giving has been directed largely to institutions, both public and private, able to make comparatively direct contribution to the improvement of plants, processes, products or technical personnel of corporations. This substantial aid, therefore, has gone largely to technical, engineering, trade and business schools and has required little or no organized cooperation among these institutions in achieving this type of support.

My purpose here is to show why liberal arts institutions are in jeopardy; why their services are important and worth proper financial support, and, lastly, to indicate what is transpiring in bringing education and industry together in a program beneficial to both and to the welfare of the country.

CAUSES OF CRISIS

What are the elements that constitute the crisis confronting all institutions of higher learning, but more particularly the private institutions? I need sketch them but briefly. Costs of operations have increased while yields on endowments have declined. Colleges have not been able to raise tuition and other fees to match their needs for maintaining the quality of their service. Gifts from the more well-to-do or from churches, foundations, alumni associations, or corporations have not kept pace with rising costs, partly because of inflation and partly because taxation of private incomes and estates has moved to and is likely to remain at higher levels.

To add to the mounting difficulties, enrollments have been menaced by the national emergency created by the fear of a third world war. During the year 1951-52, enrollment declined 7 to 11 per cent below the previous year. Valued teachers have yielded to offers of more remunerative employment and the survival of some institutions has been threatened.

At the same time the need for the services of all higher educational institutions, both public and private, has never been greater and the next decade will magnify that need. There is a clearly predictable rising population that in a few years will be seeking entrance. Since the independent colleges and universities, at least those that are accredited and stronger, render such essential services, their continued functioning, health and financial well-being are of concern to all. Unless support comes from private sources it seems inevitable that it will come from public sources. That the government should be the sole support of education, or even its major support, is a prospect to alarm those who recognize the part that the private college and university have played in the development of our American way of life.

Science and technology enabled the democratic, freedom-loving world to win World War II. The more difficult problem remains, however, and that is how to win the peace and assure our freedom. In a meeting in New York shortly after the start of the Korean conflict, General Eisenhower opened his remarks by stating that it is clear that we have the economic and military strength to meet the challenge and that the only question is whether we have the necessary strength of spirit. We find that in the eight years since World War II we have learned as never before that we are a part of a planetary society, that we cannot live by ourselves. We have world responsibilities that we have never realized and we are seeking ways to meet them.

Our science and our technology have had a field day during the first half of this century. Without discounting the future place of science in our culture in any way, there are those who believe that our leadership in world affairs and in the cause of freedom and world peace will be greatly advanced during the last half of the century only if high quality education in the humanities and social sciences is given equal status with scientific and other forms of specialized education.

Independent institutions are products distinctly of the many varied streams of political, economic, social, cultural and religious elements that have made American life what it is and whose expansion helps to keep our democracy flexible, stable and free.

COMMITTEE APPOINTED

In this crisis, it has been the duty of the trustees and administrators of independent institutions to turn to whatever source of funds might be of temporary or continuing assistance. An emergency committee on cooperation with national organizations was appointed by the Association of American Colleges. This committee stimulated a concerted effort to achieve a proper interpretation of liberal education, and of the independent liberal arts colleges in particular, to the nation. It called upon the leading national organizations of business, in-

From a paper presented at the Western Association of College and University Business Officers, Victoria, B.C., May 1953.

dustry, labor and women's groups and other civic groups to interest them in liberal arts institutions.

Actually there are developments that are encouraging, only one of which will be mentioned here, and that concerns the changing attitude of business and industry toward financial aid to liberal arts education.

In 29 states and regions organizations of independent institutions have been formed to present their case to corporations and foundations, with others now being formed. A closer cooperation between business and education as partners in preserving freedom is emerging hopefully with increasing mutual understanding of the importance to each of its own essential independence and freedom. This approach by the educators to business has met with a genuine concern in public statements by business leaders. Among them are Frank W. Abrams, Henry Ford II, Laird Bell, Irving S. Olds, Walter Paepcke, Alfred P. Sloan Jr., and perhaps the most diligent of the group, Beardsley Ruml. These men have been explicit in their recognition of the independent liberal arts college and university as an essential American institution, and they have expressed their hope that ways might be found whereby business and industry could be of practical assistance.

WHAT MOTIVATES INTEREST

What motivates this rising tide of interest on the part of business executives in helping to preserve the liberal arts institutions? "It has long been considered that it is more blessed to give than to receive, but blessedness has not often been considered in the past as a natural pursuit of corporate enterprise," said Laird Bell in an article in the *American Bar Association Journal*. A telegraphic listing of these motives follows:

1. Recognition that the battle for men's minds in a worldwide forum, after two world wars, requires leaders who stand on mountain peaks in their understanding of man himself. The long-range interest of every segment of our national life requires that general education be encouraged that our leaders may see things whole.

2. Business fears encroachment of government in developing our system of competitive private enterprise which rests on the other freedoms: freedom of speech, thought, inquiry, conscience and religion. Our system of private higher education has been both a protection and a stimulus to our vast system of state supported higher education.

3. Studies of the background of research scientists and top-level leaders in business, government and the professions attest the contributions of the liberal arts institutions in the training of leaders.

4. Substantial increases in corporate earnings and in tax rates make philanthropy comparatively inexpensive to corporations.

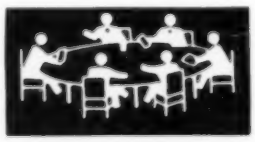
What further evidence can be given to show that business and college leaders are seriously preparing the way for financial support to independent institutions?

First, let us consider what's going on in the N.A.M., whose policy is to be a catalyst for the program under discussion. There is no thought of conducting a drive for funds, but national and regional committees are at work creating a climate for recognition of the need for the strongest possible program of higher education.

In the second place, a college and industry workshop was held in Indianapolis last spring at which the purpose and program of the newly formed Council for Financial Aid to Education, Incorporated, was keynoted by Irving S. Olds, ably supported by others from the field of business and education. Two committees were activated: one to study and later recommend proper standards for inviting institutions into membership in cooperative groups for solicitation of corporate funds, and the second to study and recommend the policies and procedures of the council itself.

It was the sense of this meeting that these policies should include: (1) no solicitation of gifts by the council; (2) confinement of efforts solely to the encouragement of the group approach among institutions with enrollments preferably under 1500 students; (3) encouragement of grants to regional associations for scholarship purposes only, recognizing the full cost per student, not alone the average tuition charged.

What, briefly, are the facts regarding corporation philanthropy and what is the potential under the 5 per cent rule? John D. Millett in his work on "Financing Higher Education in the United States" states that the total corporate gifts for 1950 were about $250 million, which represents 0.6 per cent of the net income before taxes. This percentage would be slightly higher in 1952 when it is estimated that $300 million was qualified as deductible gifts. Millett estimates that 17 per cent of this sum went to the support of higher education. One can see from these statistics that there is still a great deal of expansion potential before corporation philanthropy begins to approach the 5 per cent.



SURFACE BARELY SCRATCHED

Unquestionably, the movement outlined can be nurtured and developed to become a helpful source of funds at the point where it is most needed, that is, to help meet budgeted deficits. But added to achievements in other areas of stepped up public relations programs, corporate gifts to organized groups of accredited colleges may pull many institutions through this trying period. The surface of the project has barely been scratched. Much remains to be done by both parties to this new relationship. It now appears that at long last the proper agencies are at work to resolve the difficulties that are strewn in the path of any great movement of social, political, economic and spiritual progress.

There is reason to hope that the last half of this century will see strong, solvent institutions of higher education, both public and private, united in the work of advancing science and the humanities and the social sciences.

Wendell Willkie, a business leader who had the vision of the part that higher education must play in saving our civilization from disaster, once said:

"All the greatest civilizations have been the best educated civilizations. I do not mean what is often called education — specialists in mechanics, chemistry and medicine. Some must become mechanics, some chemists, some physicians — all must make a living. That is not education.

"I am thinking of education as a love of the liberal arts—arts that free the human spirit—education for its own sake—the sheer joy of knowing and understanding, of analyzing and imagining. We are told these are luxuries. When such arguments are accepted it will be the end of our civilization."

One College's Program of INSURANCE

3 Employe insurance
General administration technics

VIRGIL R. HOWELL
Partner in Mund, McLaurin & Co.
Insurance Consultants
Los Angeles

FEW COLLEGE EMPLOYES COULD ESCAPE a major personal financial crisis if medical expenses exceeded cash savings or basic insurance, and it has long been recognized that some insurance plan should be provided whereby families could budget in advance (through monthly premium payments) against the economic shock of a major illness or accident.

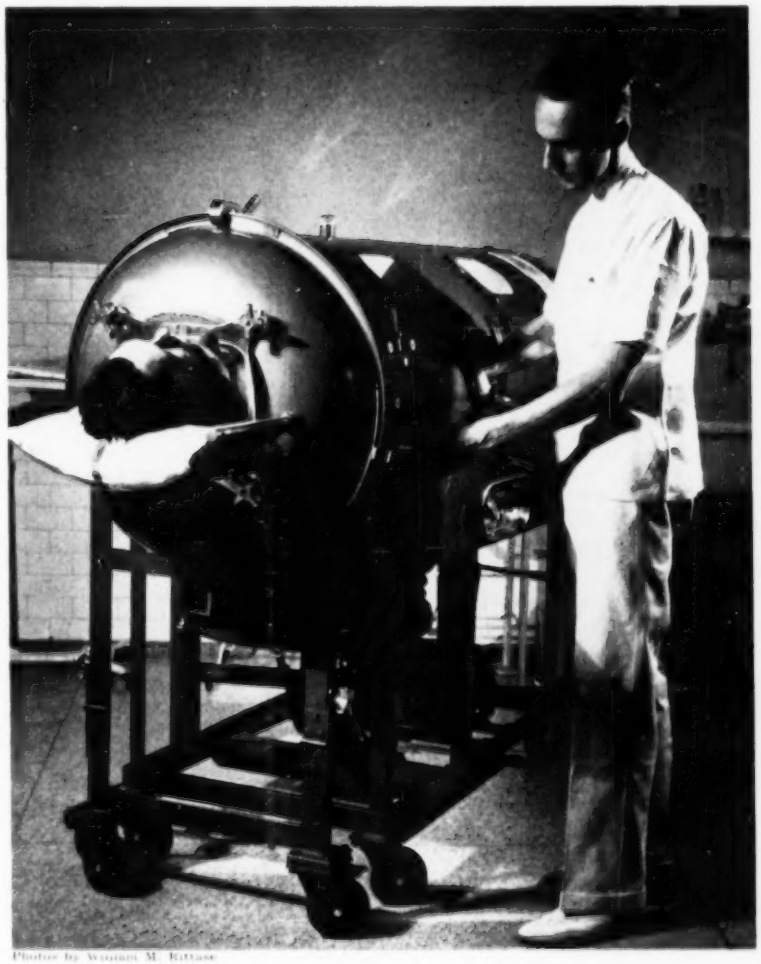
Millions of American families have purchased *limited coverage* through participation in various types of group or individual policies. But the college found so many instances of inadequate coverage afforded its faculty and administrative officers by the representative plans that it sought some type of policy that would insure against the *large losses*.

In the interest of lowered cost it was suggested that a reasonable deductible be applied, and the college's desires were made known to many insurance interests. Its search for adequate protection and peace of mind at a reasonable premium was ended in 1950 when it was among the first insureds to purchase blanket hospital and medical coverage providing medical, hospital and surgical benefits up to $5000, including dependents, in excess of a deductible amount of $100. As of June 1, 1953, the deductible was increased to $200, with the insured paying 20 per cent of expenses in excess of the deductible amount.

Blanket coverage is written without limitations as to amounts paid for specified services and includes fees of physicians and surgeons, cost of nurses, hospital charges for room and board and operating room, medical expenses in or out of hospital—transfusions, drugs, laboratory work, medicines, x-rays, anesthetics, therapeutics, diathermy, appliances, artificial limbs, use of iron lung or mechanical equipment, ambulance service, and so forth.

Additional insurance markets have been developed since then and are now contributing their part to the general progress that is steadily being made in a field of insurance that is still in the experimental stage.

To illustrate the principal differences in the representative medical catastrophe insurance plans, without becoming involved in the opposing underwriting philosophies that support the extremely variable features of each plan, we have summarized the basic benefits and limitations of three plans in question and answer form (A, B and C refer to the respective "stand-



Photos by William M. Rittase

The use of an iron lung is just one of the many services included in the blanket coverage for employes.

ard conditions" of the plans. Modification to meet particular requirements is available by negotiation under Plans A and B.)

How Qualify for Plan?

A. 25 employes minimum for plan
- Employe must earn $400 or more per month
- 75 per cent of eligible employes required to participate
- Premiums paid by pay-roll deduction
- Application form requires statement of health
- No medical examination

B. 100 employes minimum for plan
- 75 per cent of eligible employes required to participate
- Premiums paid by pay-roll deduction
- Application form requires statement of health
- No medical examination

C. Statement of health determines eligibility

Maximum Amount Payable

A. $5000—*aggregate* limit any one year

B. $5000—each accident or illness

C. $5000—each accident or illness

Deductible

A. $200 to $250 (subject to agreement)

B. $300 or $500

C. $200 or $500

(Plans A and B may be specially arranged as excess over existing medical group insurance plans. Some insurance companies will only write excess medical if primary group coverage is carried.)

Per Cent of Expenses Payable in Excess of Deductible

A. 80 per cent (insured pays 20 per cent)

B. 75 per cent (insured pays 25 per cent)

C. 100 per cent (insurance company pays full amount)

How Are Rates Charged?

A & B. Calculated by home office review of applications with following items evaluated: average income of group; number of males and females; average age of dependents; marital status of employes; location and community medical facilities; basic group insurance plan in force, if any; past loss experience.

C. Flat schedule—determined by age, sex

May Coverage Apply to Pensioned Persons?

A. Yes—coverage can be continued on retired employe to age 65

B. Yes—the policyholder, at his election, may continue the coverage in force on retired persons who became insured prior to retirement, *irrespective of age*. If he elects to continue the coverage, all such retired persons must be continued as protected persons. Persons retired prior to the effective date of the policy may be made eligible provided the total benefit on such persons is less than 10 per cent of the total liability on all persons eligible. (At age 70, limit reduced to $2000)

C. Only written on individual basis

What Are the Age Limits?

	A	*B*	*C*
Employe	65	none	19-54 (renewable to 59)
Spouse	65	none	19-54 (renewable to 59)
Dependents	23	21	18

Are Pre-Existing Conditions Covered?

A. No—for any illness for which treatment was received or recommended prior to inception of coverage

B. Yes—no limitation, irrespective of application statement of health

C. No—illness must be contracted 30 days, or more, after policy inception. After the policy has been in force for three years it is incontestable as to any physical condition that may have existed before the policy was issued

Can Individual's Coverage Be Canceled by the Insurer Without Canceling the Group Coverage?

A. Yes

B. No

C. Yes—only individual or family policies written (no group coverage yet offered)

Exclusions

	A	*B*	*C*
Workmen's compensation	Yes	Yes	Yes
Dentistry	Yes	Yes	Yes
While riding in races	Yes	No	No
Maternity claims	Yes	No	Yes

Is Sickness or Disease of Organs Peculiar to Females Covered?

A. $750 limit any one year

B. Yes

C. No

Salary Reimbursement (for sickness or accident)

The only employe who can afford to pay the premium for full insurance against loss of his salary income is financially independent and doesn't need it. Any insurance plan represents a compromise between the employe's "needs" and what he can "afford to pay."

The college is included in the 29 per cent of private colleges with "noninsured" plans of salary continuance for sick leave, as reported in a survey conducted in 1949 by COLLEGE AND UNIVERSITY BUSINESS.

The "announced plan," or sick leave policy, of the college follows:

1. Members of the faculty and instructional staff are granted two weeks' sick leave per year, upon the approval of the chairman of their division. Sick leave in excess of two weeks in any one year is subject to the approval of the chairman of the division and the dean of the faculty.

2. Administrative officers, such as the controller, assistant controller, secretary, assistant secretary, registrar, director of admissions, and deans, are granted sick leave of two weeks per annum. Sick leave in addition to two weeks is subject to the approval of the president.

3. Sick leave allowance for all employes is computed on the following basis:

a. After two months' continuous employment, sick leave accumulates at the rate of one and one-fourth days per month from date of hiring.

b. The granting of sick leave is subject to the approval of the immediate supervisor.

c. Sick leave may accumulate up to, but not beyond, 30 days.

d. Sick leave is granted only in the event of a bona fide illness. No accumulated sick leave remaining at date of termination of the employment is considered payable. Accrued sick leave is canceled upon termination of employment and is not reinstated in the event of reemployment.

e. Sick leave applies to all employes working a regular schedule of 20 hours or more per week.

The general practice of industrial and commercial corporations will be discussed for the purpose of determining what most employers deem reasonable and *realistic* employe benefits.

California, New York, Rhode Island, and New Jersey have laws that require

disability protection for employes, and other states are considering the adoption of similar laws. All statutory plans have a waiting period of seven days; the *average maximum* benefit is $26.75 per week for 23 weeks; employes mandatorily contribute under each plan whereas the employers only are required by law to contribute to the New York and New Jersey plans.

NEED FOR SALARY REIMBURSEMENT

The need for sick benefits has appeared less urgent for office workers because many private business firms follow the practice of paying their office employes during short periods of illness, but under widely varying plans. Few continue sick leave payments for the full period of an extended illness. Smaller companies usually have flexible, informal plans that are adjusted to meet the particular circumstances, *i.e.* value of employe, type of illness, length of absence from work, need of financial assistance, and so forth. Most plans grow less liberal as the number of employes increase. However, office employes, as well as general factory workers, need assurance that their incomes will not entirely cease because of illness or accident.

The usual advantages of a definite sick-leave plan are to improve workers' health and to sustain morale for the mutual benefit of employer and employe. If there are no insurance or other sick-leave benefits, employes continue to work when they are physically unable, oftentimes against their doctor's advice, in order to avoid full loss of pay.

One of the following three types of plans is generally adopted: an announced sick-leave policy; self-insurance; purchased insurance from a private carrier.

SUMMARY

It would appear that the prevailing college practice in favor of "noninsured" plans is economically necessary and not without considerable merit, particularly if they provide for extension of sick leave under warranted circumstances that can be evaluated only by the college administrative heads.

The employer-employe relations of an educational institution are so divorced from the influence of labor union bargaining technics and temperament that it is difficult to apply the same philosophy of group insurance. For example, discrimination is considered dynamite in industrial plans, yet how can an insurance company compute a rate that will equitably and actuarily reflect such variables as salary levels, term of past employment, instructors under limited term contracts, post debits for sick leave, cumulative credits, exceptional value or needs of the disabled employe (academic or nonacademic).

Dependents of employes are included in the blanket hospital and medical coverage provided one college.

An insured plan must include in the final premium the usual cost of acquisition and administration by the insurance company. This is a well earned charge where the insurance company is indispensable to an industrial risk in the strict administration of a plan to prevent payment of illegitimate claims, malingering, and so forth, but it would seem that only the very largest educational institutions would warrant this professional vigilance because of the inherent nature of educational personnel.

Fundamentally, insurance costs are based upon three elements: (1) pure losses, (2) reinsurance, and (3) cost of handling. Pure losses are presumed to be relatively the same, whether insured or noninsured. Cost of reinsurance for moderate payments is not a serious factor, except for the remote possibility of an epidemic. The "cost of handling" by the college would be free of acquisition cost, premium tax, and other costs necessarily charged by an insurance company.

CURRENT PRACTICE, TRENDS

The foregoing arguments are not intended to discourage the formation of a definite sick-leave policy. To meet the minimum standards of representative industrial plans, the following conditions are indicative of current practice and trends:

1. Sliding scale benefits, geared to salaries, with minimum and maximum

benefits in line with statutory disability formulas.

2. Plans usually pay for 13 to 26 weeks for each disability. The standard maximum is 13 weeks.

Although total and permanent disability (as in the case of catastrophe medical coverage) has the most serious consequences for the disabled employe, as a practical matter, the average employer and employe are most frequently confronted with the problem of temporary disability.

It is of interest to note that disabilities causing more than 13 weeks' loss are rare. The flexibility of a noninsured plan, with discretionary latitude for cases warranting some liberal salary reimbursement, should be of some comfort to meritorious college personnel in need of assistance during a protracted period of disability.

If an employe wants positive assurance that his salary will be at least partially continued for the entire period of a protracted disability, even for life, it is probable that such protection will be found only through his own personal life and accident insurance. There is usually a four weeks' waiting period, but this is not a real objection if the employe is primarily concerned with the financially catastrophic long-term disability. It should be remembered, however, that the policy requirements to qualify for permanent and total disability are rigid and one should not contemplate that any remunerative activity would be permissive during the period of such payments.

3. Some plans pay graduated benefits, *i.e.* larger benefits for a specified period and lesser benefits for an extended period, with the duration of benefits based on the length of service. Moderate benefits and rigid administration are maintained to control malingering.

The same arguments for maximum flexibility that support the industrial employer's choice of a privately operated program, in lieu of state controlled insurance, would appear equally valid in supporting the educational institution's demands for maximum flexibility with discretionary extensions of benefits. It should be acknowledged, however, that the suggested virtues of "discretionary extensions" can introduce vexing problems to the responsible administrative heads requiring the exercise of fair-minded judgment to avoid discrimination.

The tax angle cannot be entirely overlooked in selecting the amount of benefits, how long to pay them, and in choosing between an "announced plan" of sick-leave salary reimbursement and an "insured plan." Unless the employer can qualify his "announced plan" sick-leave payments as "insurance" (within the ruling of the U.S. Circuit Court of Appeals in the case of Epmeier *v.* U.S. 199 Fed. (2d) 508) such payments are considered salary and subject to income tax.

All things considered, it would appear that the college *and its employes* have more advantages to gain by adhering to the philosophy of a fair-minded and reasonably benevolent paternalism than to subscribe to the industrial group insurance pattern of labor negotiated, "nondiscriminatory," guaranteed fixed benefits. The implications are more than apparent—they are obvious.

AVIATION-TRAVEL INSURANCE

A blanket policy insures all employes in a uniform amount for death sustained while traveling *by aircraft* in the course of business, with the beneficiaries designated by the employes.

A separate policy, in a higher amount, covers on "key employes" while traveling on *any conveyance* used for transportation, with the college named as beneficiary.

ADMINISTRATIVE TECHNICS

Common Expiration Date. To the maximum extent practicable, fire insurance is arranged to expire January 1 and all other coverages (casualty, surety and marine) July 1. Time and efforts are economized and insurance efficiency increased by our giving concentrated attention to all related matters once or twice each year.

An analysis of any single policy inevitably introduces questions with respect to its relationship to other policies and, in the absence of a common expiration date, such individual policies are more likely to be renewed without the opportunities being explored for broader protection and lower cost through consolidation with related coverages.

A common expiration date also simplifies the detail in accumulation of loss experience data and permits more effective use of loss records for both premium negotiations and loss prevention activities.

Accumulation of Premium and Loss Data. It has been our observation that detailed premium and loss data generally are not made available to the insured unless and until his loss experience has become unfavorable and increased premium charges are desired by the carrier.

In the absence of essential loss experience facts, a college is no more prepared successfully to negotiate premium reductions than it is to seek a broader policy contract without knowledge of the specifications of coverage desired.

A 10 year premium and loss record was compiled by a committee on municipal insurance and disclosed fire losses of $98,179.75 against premiums of $657,612, or a loss ratio of 14.93 per cent. It would be interesting to know what a similar study would disclose for colleges and universities, but, more practically, what your own college's premiums and losses have been over the last five and 10 year periods for various types of insurance.

Consolidation of Multiple Coverages With One Company. Insurance has been consolidated with one insurance company for those classifications subject to deviations (*i.e.* experience, equity or judgment rating) from "standard manual" rates to provide the maximum opportunity to develop a favorable *aggregate* loss ratio that will justify lower premium costs on the *over-all* program. Consolidated blanket coverage of multiple perils is the definite trend with large buyers and progressive insurance markets. The fewer policies a college has the more probable it is that they will be thoroughly read and understood, the less danger there will be of "gaps" or overlapping of coverage, and the easier it will be to obtain prompt and equitable settlement of any losses that might arise.

Policy Records. A policy record card is prepared for each policy, showing the type of insurance, amounts or limits of protection, estimated annual premium cost, and other pertinent control data. These cards are maintained in a loose-leaf insurance record book and provide a current reference record of each policy contract and afford an over-all comprehensive view of the entire insurance structure.

CONCLUSION

This concludes our clinical résumé of one college's program. We believe it represents a well balanced insurance structure; we know it is economically purchased; we hope it has disclosed opportunities for improvements in your own college's program.

One school operates a successful typewriter rental pool.

Purchasing department is best equipped to handle

EQUIPMENT CONTROL, MANAGEMENT and USE

C. A. DONALDSON
Purchasing Agent, University of Nebraska

CAN AN INSTITUTION AFFORD TO "activate" the custodianship of its equipment? By activation, I mean an over-all sponsorship of utilization, control and management through one office. Certainly, specialized items are purchased for specialized uses and are never out of the custody of the individual requesting them. This shouldn't complicate an active custodianship of furnishings and equipment in general.

The type of equipment I am referring to has come in for more administrative attention at the University of Nebraska in the last five years and, so far, the administration is pleased with the results. The response and cooperation by the using departments have exceeded our fondest hopes. Following are a few of the conditions that had to do with our increased emphasis on control, management and utilization of equipment.

1. A long standing belief that the annual operations budget of a department should shoulder the expense for most equipment. (This is not sound in instances of changing enrollment or in changing of staff personnel.)

2. Most purchases were made at the end of the year and were based on the amount left in the budget. (This is an expensive way of doing business because of the attendant haste.)

3. No general plan was in operation for the replacement and renovation of general classroom and laboratory furniture.

4. Office equipment often was requisitioned without sufficient study of the problem at hand.

5. Inasmuch as a department was required to use its own funds for capital additions, naturally there was a reluctance to release surplus or obsolete equipment for use by others.

6. Something was happening that discouraged preventive maintenance of office furniture and equipment purchased by departments.

7. Something was happening that resulted in broken furniture's being accumulated in attics and spare rooms.

After consideration of these points, it was felt that a definite service center, if set up, could easily justify its existence.

As a result of a reorganization of the business office, the number of officers reporting directly to the business manager consisted of the heads of the following divisions: buildings and grounds; commercial enterprises; fi-

From a paper presented at the 1952 convention of National Association of Educational Buyers.

nance and personnel, and purchasing and procurement. Some 28 smaller projects were grouped and distributed among the four divisions. One of the projects delegated to the director of the procurement division was that of custodian of equipment and inventory. He was authorized to organize the activities of that section so as to reflect an increased administrative interest in the procurement, maintenance and distribution of equipment.

PRINCIPAL ACCOMPLISHMENTS

The principal accomplishments of the new program have been as follows:

1. In early 1948, as a starter, $250,000 was distributed dollar-wise to the college deans. The department head was requested to submit to his dean a list of teaching and research equipment most needed as a result of increased enrollment or obsolescence. Speed was the primary concern at this time and, inasmuch as bargaining was not yet back in the picture, the central office was not involved in much preliminary planning but served as an expediter. This fund served its purpose and the results were fairly good.

2. Inventory procedures were re-established after a period of four years, in which only the "paper work" was done. Records were transferred to punched cards as the actual physical inventory progressed. The physical count was a terrific undertaking after so long a period.

3. This central equipment office has had a definite part in the planning of general equipment for new buildings.

4. The equipment manager, owing to his experience, has become the highly popular "ringmaster" in planning and executing departmental moves during the current building program. This has saved the departments time and confusion.

5. Definite improvement has been made in standardization, design, redistribution and disposal.

6. An annual equipment replacement fund has been set up for furniture, office equipment, and general items.

7. An annual equipment fund has been set up for replacement of worn-out and obsolete teaching equipment. The director of purchases works with the college dean and department chairman in distributing this fund. The academic administrators set up the order of priority, inasmuch as the requests generally exceed the funds available. In taking part in these procedures, members of the purchasing office function primarily in furnishing information about items, availability, duplication of similar items on the campus, and experience with similar items. We prize this acceptance of our department as a consulting agency and do everything possible to promote closer relationship with all staff members.

Something should be said at this point about the organization and personnel responsible for the handling of the inventory and the management of equipment. It may or may not be a typical university organization, but any difference will no doubt be in the amount of emphasis placed on the activity.

The manager of the inventory section is, of course, the key figure in the operational setup. He reports to the director of purchases and is considered a regular staff member of that division. Inasmuch as all staff members serving as assistant purchasing agents have as part of their assignment a related activity involving management of a warehouse, storeroom or service operation, the inventory manager is brought into the purchasing activities by being made responsible for specifications on general furniture and furnishings. In addition, all requisitions having to do with special cabinetwork, built-in shelves, or related items are cleared by him. Whenever possible, standard equipment is suggested. In many cases, similar items are in the warehouse and no purchase is necessary.

As for qualifications for this custodianship a college education is a requirement. Experience elsewhere and training within the position also are important. The employe should comprehend administration policies and, above all, should enjoy contacts with faculty members. There need to be a professional attitude, a feeling that there is a service to be rendered, and a realization that policing and control are not the primary objectives. Control, management and good utilization should be the result of his work.

Our inventory manager's permanent staff includes a full-time inventory clerk, who is primarily concerned with physical check of equipment. This is normally a two-year cycle for the campus, but we are still "catching up" from the last war and "war surplus."

A warehouse man is responsible for the exchange of damaged equipment, storage of surplus, and warehousing of new general equipment and furnishings for new buildings. He is also "touch-up" man and spotter. Having overseen identification of equipment for each new building, he is familiar with the proposed location and can serve as a traffic director on moving day.

One of the clerks in the purchasing office serves as secretary to the inventory manager. She screens all purchase orders for equipment accretions, makes preliminary descriptions for the punched card classifications, and is responsible for the work cards and punched card lists. Each department chairman is furnished a list of the equipment assigned to him after each building check.

CENTRALIZED OPERATION

In considering some of the operational functions in the management, control and utilization of property in other institutions, we have observed that several areas have been under centralized operation over a long period of time.

1. Automobile pool operation is quite common. Efficient pool operation embraces maintenance, safety, flexibility of use, and, above all, the availability to all departments, large or small. Usually, operation is concerned with maintenance and dispatching, with authorization for travel coming from an administrative level.

2. One school has operated a successful typewriter rental pool. All machines are issued from a central source and are called in at periodic intervals for maintenance and exchange. Rental fees are paid from departmental maintenance, and the department is assured of a late model machine in good working condition. The tendency to hold on to old machines for casual use is prevented. Machines, too, are available on short-term assignments. Very important is the fact that the total number of machines is far less than in universities of comparable size, where worn-out machines are allowed to remain in the department because the trade-in value is low.

3. Many institutions handle the projection equipment for audio-visual material from a central office. This seems advisable because: (a) of need for constant inspection; (b) necessity for advance scheduling; (c) lack of rental charges.

4. At Nebraska, another type of equipment pool has been tried on an experimental basis. The use of dictating equipment always has been a hot and cold proposition. Staff members

have felt inclined to try these machines out but, because of the cost, are reluctant to request an expenditure unless they are sure they like it. It has been our experience that the department member needs two or three months to decide whether a dictating machine is actually an advantage or a bother. Our experience indicates that while about eight of every 10 requesting trial sets still want them after two weeks, only four or five are enthusiastic after two or three months' use.

5. The service enterprises, such as photographic production, print shop, and duplicating services, are actually another type of equipment management. In this case, expensive equipment that has productive capacity far in excess of the average departmental need is made available to all departments. In most cases, professional operation is essential or preferred. This goes for quality of product as well as for care and maintenance of equipment.

6. Another type of equipment utilization coming into some use is that of the "research instrumentation laboratory." This type of laboratory usually is sponsored by a research council or committee and the membership may include a member of the business office staff. Expensive items such as electron microscopes, infra-red machines, and many others are made available to research men from various departments. Trained scientific personnel is needed to operate and maintain such equipment.

A project of this type should be the result of very careful consideration for two reasons: (a) Scientific departments are reluctant, and for good reason, to make facilities assigned to them available for everyone, but staff members from other departments do not feel free to use equipment so obviously a part of another academic activity, and (b) much of the equipment is used to measure products or results of research, and institutions are beginning to realize that it is not always best to have several valuable research men spending six months or a year getting acquainted with a complex machine when one trained operator could serve the entire institution.

There seems to be no end to the different applications made in the management, utilization and control of property and no limit to the advantages. It should be remembered, however, that clerical accuracy in inventory, efficient operation and management, and sound purchasing must be considered minimum requirements. Achievement in this activity comes only with the voluntary acceptance of the services available by the using departments.

Another type of equipment utilization coming into some use is that of the "research instrumentation laboratory."

Probably the most interesting area of equipment management concerns furniture and furnishings. These items are commonly used by all departments, students, faculty members, administrative staff, and service employes. They have an effect on the casual visitor, although probably not as great an effect as does landscaping or architecture. Furniture can, of course, reflect the top management's interest. We are not recommending a complete interior decorating job and the junking of all the old furniture. In fact, we are emphasizing that much can be done about the old. Like so many things, a start in the right direction soon gets the ball rolling. At Nebraska, we are convinced that the extra time spent is saving money.

STANDARDIZATION OF PROPERTY

The standardization of college and university property is a subject that business officers have always talked about. Yet standardization is a goal that seems to be just out of reach.

Perhaps it should always remain a goal and perhaps it should always be just out of reach. Would it be fine if all the buildings were the same? Some say Yes and some say No. The physical plant director could certainly reduce his maintenance—or could he? Many items are no longer manufactured, and it is all too easy in the hustle of maintenance work to permit a toilet room, for instance, to become an exhibit showing the progress made in plumbing supplies during a period of 40 years.

Furniture and furnishings have a relatively long life and will outlast two or three generations of staff members if they are kept in good condition. The growth of colleges and universities, plus the greater emphasis on offices for all, has made it necessary continually to supplement original installations, usually on short notice. Then, at our greatest period of growth, the "war surplus" furniture became available, and it was distributed as fast as it came in, cluttering up the offices with all kinds of desks, chairs, files and the like. Something must be done about this jumble from an administrative level or the situation will become permanent, like those temporary buildings on many campuses.

In trying to correct the furniture situation, perhaps it would be advisable to forget about standardization of purchase and spend more time in rearrangement of the furniture already on hand. This looks like an endless job and, of course, it is. Most of our work is exactly that. However, the size of the undertaking is not great if it is made a regular part of the equipment program.

New buildings are springing up in almost all colleges and universities. Usually three or four moves result from one department's taking new quarters. This series of moves presents an opportunity to match furniture and

to repair and renovate it. Few objections arise if the new furniture is placed in the new building and if the remainder is matched up with the older, the obsolete pieces being removed from use, regardless of location.

We have found that the average department head would rather have his furniture renovated and matched than have a mixture of styles showing 50 years of progress. Chairs and filing cabinets are, of course, even easier to handle than are desks.

Our light oak filing cabinets have migrated to three or four locations. Before long, we shall exchange those in one department for a complete setup of metal, leaving wood files at only two or three locations. We find that we can't get along without adding between 60 and 100 filing cabinets each year. We have stayed close to metal office files the last few years, but, if a department has six of another type, probably popular several years ago, the equipment manager will try to find one exactly like the others, or he may replace the old ones with seven that match. The old ones are cleaned up and made to look as new as possible and are used for later additions in other departments.

Office and classroom tables also are easily rearranged in this manner. We have settled on three or four commonly used sizes. For workshops and seminar rooms tendency is away from the large 4 by 12 foot or even larger conference table. Cost probably has had a lot to do with it, but the need for flexibility has made the use of several small tables more desirable. They can be used individually, placed in the shape of a "U," or massed together in any way the occasion demands. This also solves some problems in full scheduling of rooms that might otherwise be considered special purpose rooms.

The attempt to match classroom and general purpose chairs is a waste of time unless the entire building rather than the room or area is treated as the unit. We made this mistake on one of our first projects, and I might mention that par for reshuffling of chairs is three weeks after the semester starts. This movement of chairs within a building is a chain reaction.

The planning of equipment for a new building is one of the most enjoyable jobs in the field of equipment management. The possibilities for working toward standardized purchases are tremendous, the opportunities for matching and regrouping as well as renovation are there, and all members of the department staff are happily looking forward to their new location.

The first experience we had in taking charge of moving into a new building really taxed our force to the limit. This job was assigned to us six months before occupation, on September 1, and no over-all planning had been done in the two years the building was under construction. Three months of the six were during the summer, so those staff members not staying for summer school had to be contacted by June. Few staff members were on hand in August, during the actual move. The actual details and mechanics of moving can be worked out easily if entrusted to experienced hands. This takes precision planning and execution, and the equipment manager is responsible for the details of the move.

Getting back to the building, the general classroom structure was intended to bring together a number of arts and science departments. We were fortunate that not much specialized equipment needed to be installed or moved. To illustrate how furniture can get shuffled as well as matched in moving to a new building, let's consider the departments being moved in this one case.

Romance Languages—from the oldest building on the campus, 1878. The furniture was in a deplorable state. Some pieces actually fell apart upon being moved and were left to be demolished along with the building.

Mathematics Department—from a building constructed in 1897. Office arrangements were entirely afterthoughts and remained secondary in importance. The furniture consisted of dark oak roll-top desks, ceiling-high bookcases with swing-out doors, and chairs of all kinds. Departmental growth could be measured by the stray odds and ends of more recent furniture.

Several Social Science Departments—from a building erected in 1917 and used for the first time by World War I trainees. The furniture consisted largely of light oak desks, several with the lower model of roll top, and heavy cabinets with sliding glass doors at the top for books and a wider supply storage section below. The latter were unwieldy and had to be dismantled before they could be moved from room to room. Offices had been made by partitioning large rooms and were long and narrow to accommodate these cabinets. The new offices were too small for them.

German Department—from a building constructed in 1929. This building had office arrangements planned in the original construction so the office furniture was outlandish in neither size nor style.

The new furniture purchased was light oak, since this matched the newer furniture in the older buildings. Desks and chairs were pooled and matched. Some eighty new tables were purchased, and the old tables were renovated for use by other departments. While this reshuffling of furniture seemed strange to most staff members, they went along with our idea, and I believe are quite happy.

The new Agronomy Building completed last year had the full treatment

Old furniture is renovated and matched up with other pieces.

of administrative attention. Some of the steps taken follow:

1. The need for the building was decided upon after a series of hearings.

2. The priority of construction was determined by the university building committee, consisting of several deans, the business manager, director of buildings and grounds, and chairman of the department of architecture.

3. Survey of total need was made by coordinating the requests of individual staff members for office research and classroom space.

4. Survey of needs for space for staff members was determined by use of equipment lists.

5. Over-all building size and shape was established from information available in Nos. 3 and 4.

6. Analysis of individual requests in order to reach a minimum working requirement was made in cooperation with the equipment section inasmuch as measurements of equipment and related work space are important.

(Note that all the steps up to this point were accomplished by meetings of departmental staff members with representatives of the administration.)

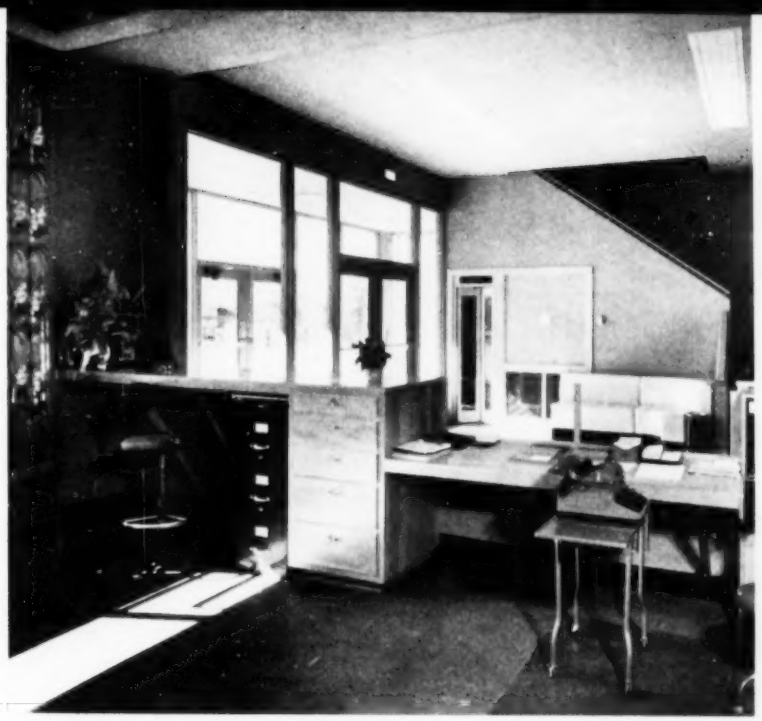
7. When it was felt that the actual needs had been determined, preliminary estimates of the size, shape and cost were presented to the building committee. This estimate also included an estimate of costs of all equipment, presented by the purchasing officer, who heads the equipment subcommittee.

8. After further hearings by the building committee, the report was accepted and the project recommendation to start with architectural work was made.

9. From this point, the architectural contract was drawn, and the work progressed in the usual manner.

During all this time, the planning and detail work concerning equipment and furnishings had been taking place. Laboratories, classrooms and special purpose rooms were considered individually and quarter-inch cross section paper became the typical work sheet. Quarter-inch templets or models were used to determine the area needed. The requests for individual office rooms having been persistent and convincing from the start, a space of 10 by 12 feet was set up as the basic office unit with multiples assigned for some activities.

Office planning became simple because of the limitation of size. There is always a tendency toward overcrowding small offices, but work with three dimensional models helped avoid most of it. This set of models, which cost $18, saved the university thousands of dollars in conservation of space and equipment. The models seldom failed to create a genuine interest in efficient use of space.



We put all new furniture in the new buildings.

Accumulating all the information mentioned is not an overnight proposition. The schedule on the Agronomy Building was about as follows: (1) dream of department, from 10 to 15 years; (2) survey, summer of 1948 to summer of 1949; (3) architects, summer of 1949 to June 1950; (4) construction, July 1950 to May 1952.

Equipment procurement was not a rush proposition. It was felt that if the equipment was to cost $140,000, the university should spend some time on its purchase. Many afternoons were spent in temporary office space in the department going over the equipment item by item. In working out laboratory equipment alone, we had an average of four conferences with each staff member. In addition, we had that many more in purchasing the remaining equipment and planning the move.

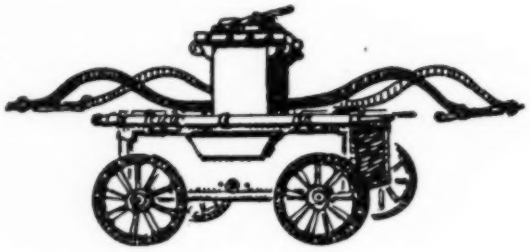
DISPOSAL AND SALVAGE

We have talked about inventory, pooling of equipment, standardization and planning of new buildings. We should mention disposal and salvage. Large institutions may be able to sponsor several types of auction sales to dispose of equipment to good advantage. Some of these events have become almost traditional with us. An annual farm auction has drawn as many as 1500 persons. The primary advantage of this sort of thing, however, is the clearing out of obsolete equipment and the setting of the over-all systematic policy on disposal, rather than a hit and miss practice.

Salvage operations concerned with tearing equipment or installations apart for the purpose of using component parts or of increasing the disposal value can be an expensive process unless handled carefully. Use of salvage labor during off seasons for this operation can be of value but is difficult to manage except on a departmental level. Designing for specific needs is another important factor. An experienced equipment consultant often can suggest the use of standard commercial equipment to the advantage of all concerned.

In summarizing, it might be said that: (1) There is a great opportunity for management, utilization and control of college equipment. (2) This project should reflect, through gradually increasing channels of authority, the view of top administration. (3) The purchasing office is best equipped to handle this work. (4) Opportunities presented by projects of this type in bringing about contacts with large numbers of staff members can go a long way toward increasing the professional standing of the college purchasing officer in his own institution.

FIRE PREVENTION and SAFETY are faculty jobs with us



JOHN PENICK
Fire Prevention Committee
Texas Technological College, Lubbock

SEVERAL YEARS AGO OUR ADMINISTRATION recognized that fire prevention and safety were problems to be handled cooperatively by the various agencies of the college. The problem of planning and integrating activities was assigned a committee, without reservations as to procedure or means.

It was recognized that the campus population had grown to approximately 7000, with more than 2000 of these persons quartered in residence halls.

No town of such proportions would proceed without adequate arrangements for fire protection and safety. The selection of the committee was pointed in a practical direction: the chairman, a faculty member with experience in industry and large public school systems; one member, the head of the textile engineering department, an area of critical hazards; the other members were an educator, a physicist, and an architect. With this group of faculty members there were sitting, ex officio, the superintendent of buildings maintenance and the supervisor of custodians. Special service was given as necessary by members of the electrical engineering department and outside agencies.

This committee has been somewhat different in function from the usual college committee as its problems are of a practical nature rather than academic. It has been strictly advisory and impersonal in character, reporting facts and recommendations to the controller for appropriate action. This arrangement has enabled the committee to function without funds, and to bring to light incorrect practices on the part of the staff so that the group, rather than the individual, committed the social error of criticizing the idiosyncrasies of a fellow teacher. We still have members of our profession who have difficulty getting materials for research and who cherish their accumulated "junk" even though it is a fire hazard for lack of orderly arrangement. There are also those who undertake so much that the order with which they carry out their objectives suffers. The committee has served as an ideal medium to cope with these problems as graciously as possible.

At the organizational meeting the probable areas of work were divided among the various members in accordance with the special ability of each, so that he could look after a certain part of the work subject to approval of the group as a whole. This arrangement has made it possible to conduct business generally by telephone and by memorandums in faculty mail.

Only two or three meetings a year are necessary to keep everyone working cooperatively. Yet these do not require an excessive amount of time from members, considering the service rendered by them in accompanying inspectors and in other special duties. The formal meeting is usually of about 30 minutes' duration, followed by some 30 minutes of informal discussion. Knowledge of this brevity and directness of action has made it possible to have the controller and other administrative officials sit with the committee when it was believed they could be of special service.

The first project undertaken was to determine just what conditions prevailed in the various buildings. As a portion of the college campus is in the city of Lubbock, it was logical to invite the city fire marshal, a specialist in inspection of fire hazards, and the fire chief, a man with many years of experience, to make a thorough inspection of all campus buildings. At all times during the inspection a member of the committee and the persons specifically responsible for the area under study were present.

Examples of incidental chores handled by the committee are illustrated by the following memorandums from the office of the controller.

To: Dr. John Penick 6/27/51

Subject: Fire Prevention Committee inspection

On May 16, 1951, we requested George Long to have some signs, "No Smoking," made for the gymnasium. Will you please check to see if they have been put up and let me know?

M. L. Pennington, controller

5/29/51

Mr. Hedrick has stated that he has checked the fusing of wires entering into the infirmary, and he feels that they are now in good shape.

M. L. Penington, controller

5/29/51

Mr. Hedrick has just notified me that the potential fire hazard in the wiring at the creamery has been corrected.

M. L. Pennington, controller

6/5/51

Do you think it would be a good idea for us to connect the gongs in Women's No. 3 and 4, so that all could be controlled from a button in the office of Dormitory No. 3 and used as a fire alarm? Didn't someone tell us it would be possible to make the hookup with both the telephone system and the electrical system?

I shall be grateful to you for your suggestion.

M. L. Pennington, controller.

Other services the group has given as the occasion demanded and time permitted have been:

1. To make an extended study of the need and economic value of boiler insurance.

2. To make detailed examinations after fires to substantiate reasons for possible recovery from contractors' having done work not up to code. This type of work, being professional in nature, is beyond the scope of this article to describe in detail.

GENERAL RECOMMENDATIONS

FIRE PREVENTION COMMITTEE

1. Sufficient, convenient storage in each department for certain laboratory equipment.

2. A general storage building with departmental divisions for storage of inactive laboratory materials in off semesters.

3. Special provisions for gasoline storage and any other highly volatile liquids.

General Procedure

1. Instructor or other responsible paid personnel to be with students when doing "extra" work outside regular scheduled hours. (Teachers or janitor to assume actual custodial responsibility.)

2. All additional wiring in any building to come through maintenance superintendent's office.

3. A general inspector to work through the maintenance superintendent's office, to check all buildings periodically for life and fire hazards, and authorized to see that any hazardous situation is corrected immediately, or within a given time limit, as indicated by the inspector.

Practices

1. Replace all soda-acid extinguishers on the campus with CO^2.

2. Place voltage signs in all transformer rooms and pens.

3. Remove nailed extension cords and replace them with suitable wiring.

4. Remove all vending machines from line of traffic in hallways throughout the campus.

5. Provide appropriate signs for fire hose, cabinets and doors (decals).

6. Apply disciplinary measures for students playing with fire hose.

7. Conduct drill at signal on manual alarm system.

TEXAS TECHNOLOGICAL COLLEGE
THE COMMITTEE ON FIRE PREVENTION
LUBBOCK, TEX.

Feb. 8, 1952

From: Committee on Fire Prevention.

To: Faculty and Staff

The fire prevention committee respectfully directs your attention to the following summary of general procedures and the pattern of conduct as set forth below for those in responsible charge:

1. In case of emergency, the fire department should be notified and the alarm given to the head of the department and to the dean's office. It is of the utmost importance that conditions of emergency should be recognized at the earliest possible instant and the proper procedures followed.

If there is an indication of a possible emergency, George B. Long, superintendent of buildings (Ext. 242), and O. H. Wilson, supervisor of mechanics (Ext. 451), should be notified immediately in order that an inspection can be made and steps taken to prevent the emergency. If an emergency occurs, both these men should be notified as soon as possible after the fire department is called and the dean and head of the department have been notified.

2. The instructor should have his group so conditioned that he could conduct a controlled exit and prevent panic and, if away from his accustomed place, he will appoint a responsible person to act as his substitute in any emergency.

3. He will familiarize himself with the shortest way out for the class or lab group in each situation he may meet, pending posted specific directions.

4. He will know where the fire hose and fire extinguishers in his area are, and in case he should have to use them, do so without blocking doors or exits.

5. In case he should have to lead his group out of the building he will get completely away from the building to make room for other groups to get out.

6. When he is out of the building, he will count those in his charge by calling the roll.

7. He will see that none reenter the building for trivial reasons until the period of hazard is past.

Suggestions from members of the faculty will be welcomed by this committee at any time.

Yours very truly,

FIRE PREVENTION COMMITTEE

John Penick, chairman

Above: Detailed report made out after city fire marshall and fire chief inspected campus buildings. Right: General letter sent to faculty and staff. Below: Typical memorandum of fire sent to controller.

MEMO

March 21, 1950

From: Fire Prevention Committee

To: M. L. Pennington, controller

Subject: Fire call, Saturday, March 19, 1950

Dear Sir:

We are advised of an ensilage fire in ensilage belonging to the department of animal husbandry.

Causes may have been:

1. Sparks blown to silage from a fire 50 yards distant the day before.

2. Static discharges from barbed wire on top of ensilage and not grounded. (We cannot alter dryness of our climate.)

3. Spontaneous combustion (not likely).

4. Cigaret butt blown on ensilage by high wind.

On inquiry by telephone, Mr. Mowery, head of the department of animal husbandry, advised that due care will be exercised in burning trash—to see that all fire is extinguished, as a high wind might blow the following day. He will also see that "tie-down" wires are grounded.

Yours very truly,

FIRE PREVENTION COMMITTEE

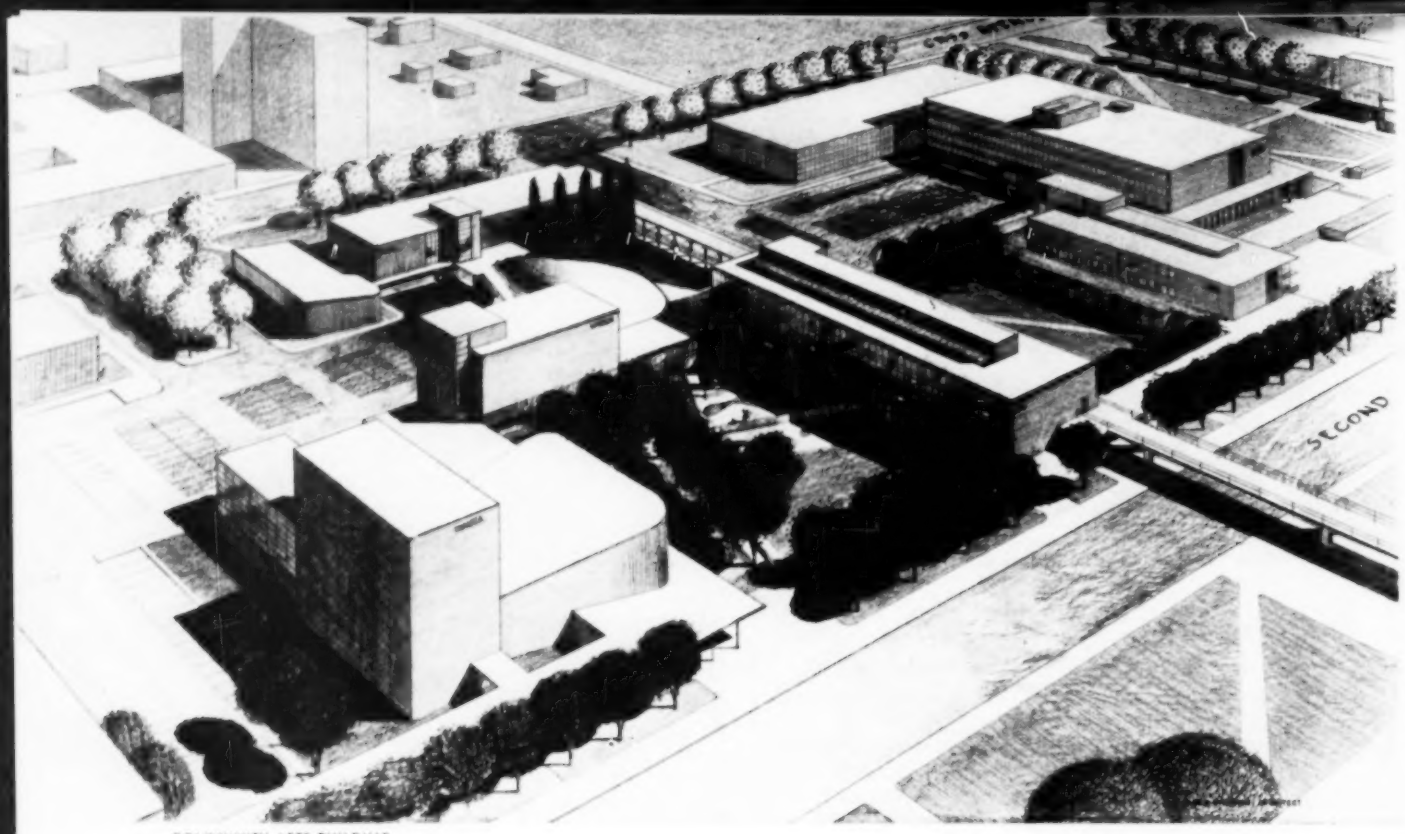
John Penick, chairman

One of the most difficult problems faced by the committee has been the initiation of fire drills in dormitories in a school that had none for a quarter of a century. This necessitated first working out details of getting a fire alarm system. It was found that this could be done by some slight alterations in the existing wiring system that was not being used for any purpose. Then "selling" had to be done, first to the dean of student life, then to dormitory supervisors and student aides, then to the students themselves. To date, evacuation drills have been carried out in girls' dormitories. It is believed that as time passes the men will be brought up to performance also.

The fire prevention handbook has been used as a source of standard practice. Those familiar with it, and with the publications of the National Safety Council, will recognize the applications in the general letter to the faculty and staff shown above.

The existence of our committee has not prevented all fires. It is believed, however, that the number and severity of such fires as have occurred have been reduced.

We believe, and have advocated, that we must conduct our schools in such manner that we may not be accused of negligence in the event of some "act of God or Providence" being visited upon us, and that the teacher is yet, as he was in early times, *in loco parentis* responsible for both the mental training and physical well-being of youth entrusted to his care and guidance. This, of course, means the safety of all concerned through practical efficient habits of living. These habits are very different than they were in the days of the one-room school, but we still say fire prevention and safety *are* a faculty responsibility.



COMMUNITY ARTS BUILDING

Wayne plans to house COMMUNITY ARTS

SUREN PILAFIAN
Architect, Detroit

THE WAYNE UNIVERSITY COMMUNITY Arts Building, estimated to cost $3,000,000, has been planned to house parts of the art, music and speech departments of the college of liberal arts and of the college of education, as well as a 600 seat auditorium for the use of all colleges and schools of the university as well as the public. It will be able to accommodate more than 3000 persons at one time.

The art, music and speech divisions of the building are housed each in a separate multistory wing connected at the first floor with each other and with the centrally located auditorium and exhibit areas. This arrangement provides, at no additional cost, better acoustical isolation and natural illumination for each division than would a more compact arrangement. It also provides a more efficient relationship of spaces within each division and the possibility of constructing each division economically at a different time.

The shape of the building provides three separate open areas in the block. The largest one is planned as a depressed, landscaped sculpture court, surrounded by the art wing, the exhibit areas, the speech wing and the future theater. Part of this court is a paved terrace with a pool that will serve both as a cooling pond for the air-conditioning refrigeration equipment and as a decorative setting for the sculpture works on display.

Another part of the court is a sloping lawn that can be used as an outdoor theater for simple performances. Facilities for outdoor study use would be provided throughout the court. The entire court would provide an attractive haven visible from a main traffic artery that would constitute for the university a major campus subcenter devoted to work in the fine arts.

The north court, located between the speech and music wings, is planned as a service and parking court.

The south court, between the art wing and the possible future addition to the music wing, is planned as a sunken parking area, eventually to be extended southward to provide a double level parking area accommodating about 200 cars. The lower level would provide access to a service entrance to the building, as well as to the service entrance to the existing general library. A ramp from the street would lead to the lower level and a surface drive from the same street would serve the upper parking level and provide access to the auditorium entrance. Direct entrances are provided from this lower level to the building for the convenience of parkers at this level. A covered walk would span this depressed area to provide pedestrian access from Cass Avenue to the auditorium entrance. Trees are proposed to be planted in stra-

tegic locations outside windows facing east or west, to provide an economical type of shielding against the sun's glare. Trees also are proposed along the west side of the sculpture court to provide a barrier against both street traffic and the sunlight from the west.

When Kirby Avenue is closed, the area between the art wing and the Kresge Science Library could be graded and landscaped as a garden to provide a pleasant outlook from the main reading room. The entrance to the Kresge Science Library and to the possible future addition to the art wing could be connected advantageously with a covered passage continuing the existing covered terrace along the west side of the library.

The structure of the building will be largely of concrete, with structural steel framing used over tall spaces such as the auditorium, rehearsal rooms and television studio, where fireproofing of the steel would not be required because of the heights of the rooms. The exterior facing will be brick with some stone and aluminum trim. Windows will be largely of glass block on the south and of heat absorbing blue glass on some of the east and west exposures. Spandrel facing materials above and below windows will be of lightweight insulated panels coated either with plastic or with steel sheets finished with porcelain enamel.

AUDITORIUM, EXHIBIT AREAS

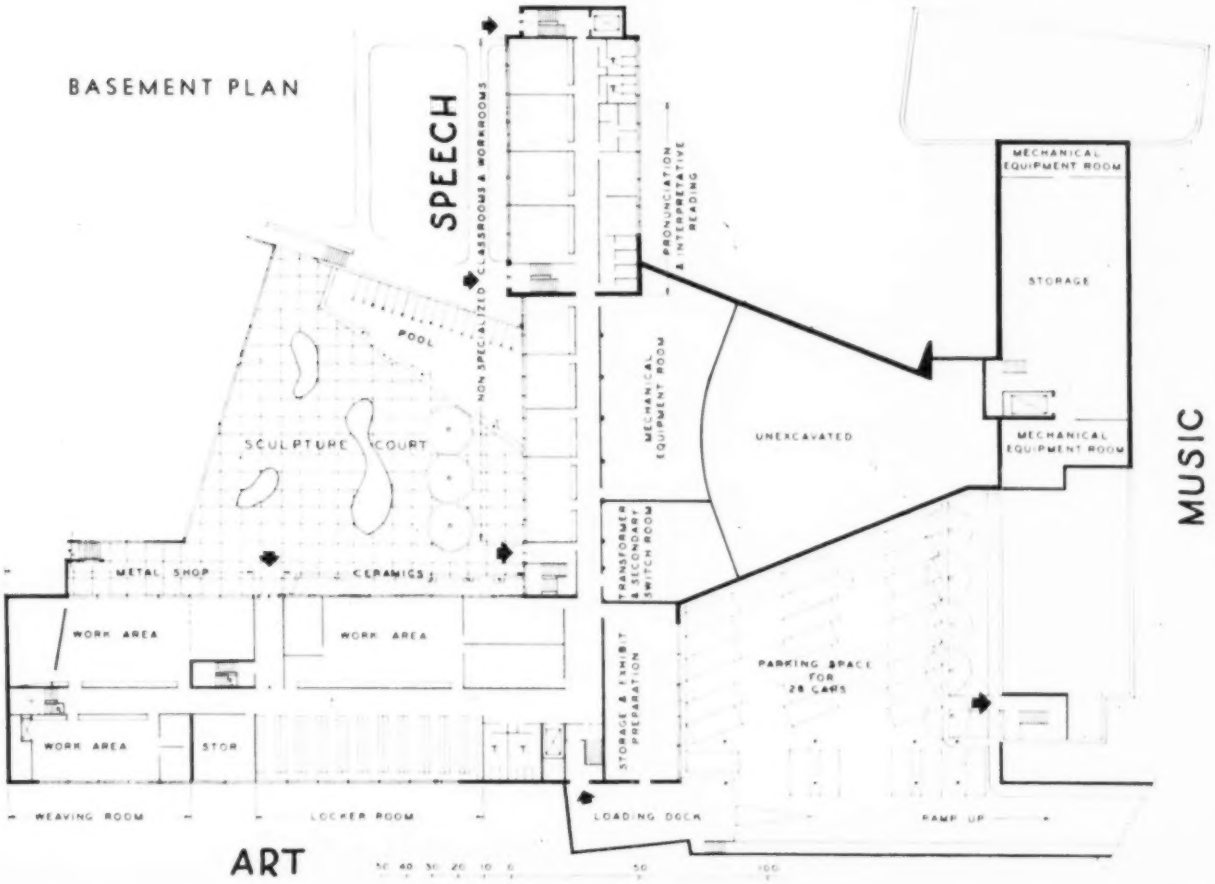
The auditorium has been planned primarily for lectures, meetings, recitals and motion picture performances. Its 600 seats are arranged in widely spaced continuous rows, without intermediate aisles. The room is entered near its center through doors at both side walls, with about 390 seats in front of the central cross aisle and about 210 back of it on a mezzanine that can be curtained off so the forward part of the room may be used as a smaller auditorium. The hexagonal shape of the auditorium will provide optimum hearing and seeing conditions.

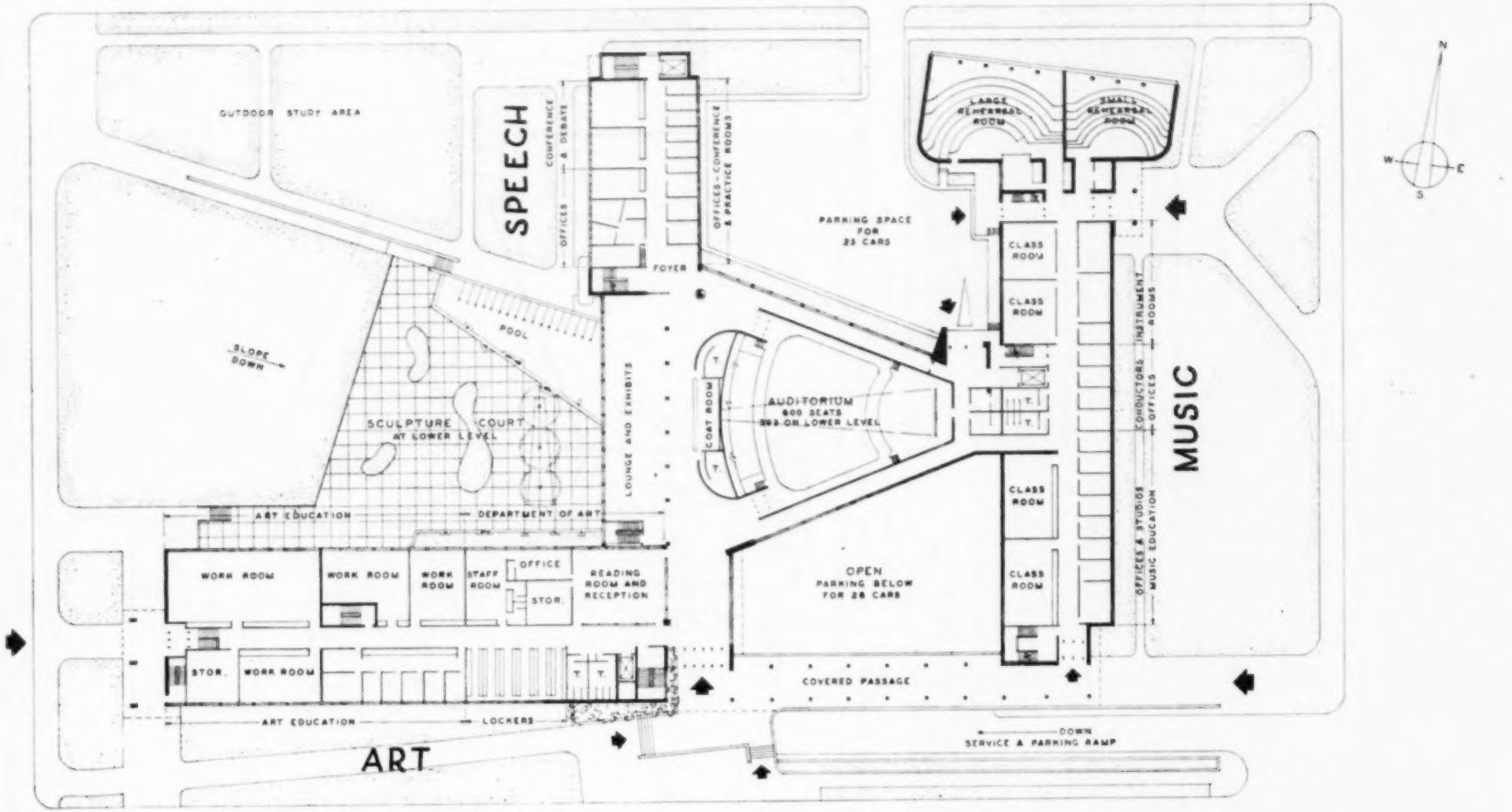
The foyer for the auditorium is planned to serve many uses, such as an exhibit area, a study lounge, a reception area, and for temporary registration desks. It opens onto the sculpture court and it is located to permit easy supervision by the art department's office staff.

The music wing is a three-story structure containing rehearsal rooms, classrooms, practice rooms, studio offices and library, study and listening rooms. The rehearsal rooms are separated from the rest of the building by one-story high sound lock vestibules to provide the optimum amount of acoustic isolation.

The art wing contains studios and shops for work in painting, drawing, design, sculpture, ceramics, metalworking, weaving, silkscreen, graphics, industrial design, interior design, and art education. These spaces are contained in a four-story structure, including a fully used basement largely illuminated through windows opening onto the depressed sculpture court. The wing has been planned to provide north light and a good view of the sculpture court for most of the studios, with additional skylights at the third floor for the painting and sculpture studios.

It has been planned also to make it possible for both the department





FIRST FLOOR PLAN

WAYNE UNIVERSITY COMMUNITY ARTS BUILDING - DETROIT
SUREN PILAFIAN ARCHITECT SEPTEMBER 1952

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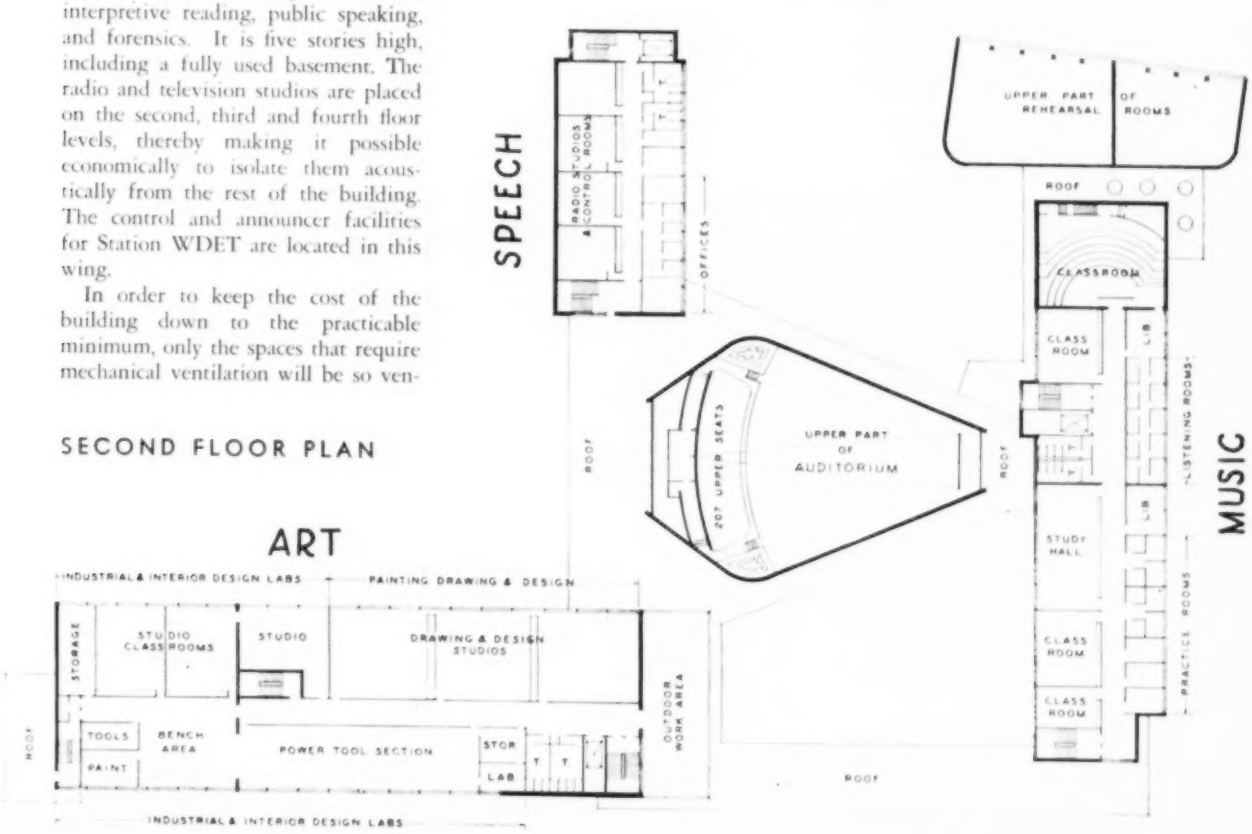
of art and the department of art education to use the same specialized studio facilities wherever practicable.

The speech wing contains all the radio and television studios, the departmental offices for the speech department, specialized classrooms and laboratory facilities for pronunciation, interpretive reading, public speaking, and forensics. It is five stories high, including a fully used basement. The radio and television studios are placed on the second, third and fourth floor levels, thereby making it possible economically to isolate them acoustically from the rest of the building. The control and announcer facilities for Station WDET are located in this wing.

In order to keep the cost of the building down to the practicable minimum, only the spaces that require mechanical ventilation will be so ventilated. This includes spaces that have no windows, those that present acoustic problems that make the opening of windows objectionable, and those that house activities requiring more ventilation than natural air currents would provide. Accordingly, all the spaces in the music wing, in the radio and television units, and in the auditorium will be air conditioned, while those in the art wing, in the exhibition spaces, and in the remaining parts of the speech wing will be ventilated largely through windows.



SECOND FLOOR PLAN

THIS LIBRARY

features flexible construction, functional design

IF ONE WERE ASKED TO DESCRIBE THE planning behind the construction of the new $1,500,000 library building recently completed at Northeastern University, Boston, somewhere in his description he would certainly emphasize "flexible construction" and "functional design."

Before the proposed structure was on the drawing boards of the architects, Coolidge, Shepley, Bulfinch & Abbott, it was decided that the building would have five floors, to be in accord with the other buildings on the campus and that it would contain some 85,000 square feet of floor space. However, it was fully recognized at that time by university officials that Northeastern's current library requirements could be met by using only about one-half that amount of space. It was further estimated that this amount of space would meet library needs for several years in the future. But, the administrative officials were of the opinion that eventually, as the university continued its growth and development, additional space would be needed and that it was desirable to allow for future expansion.

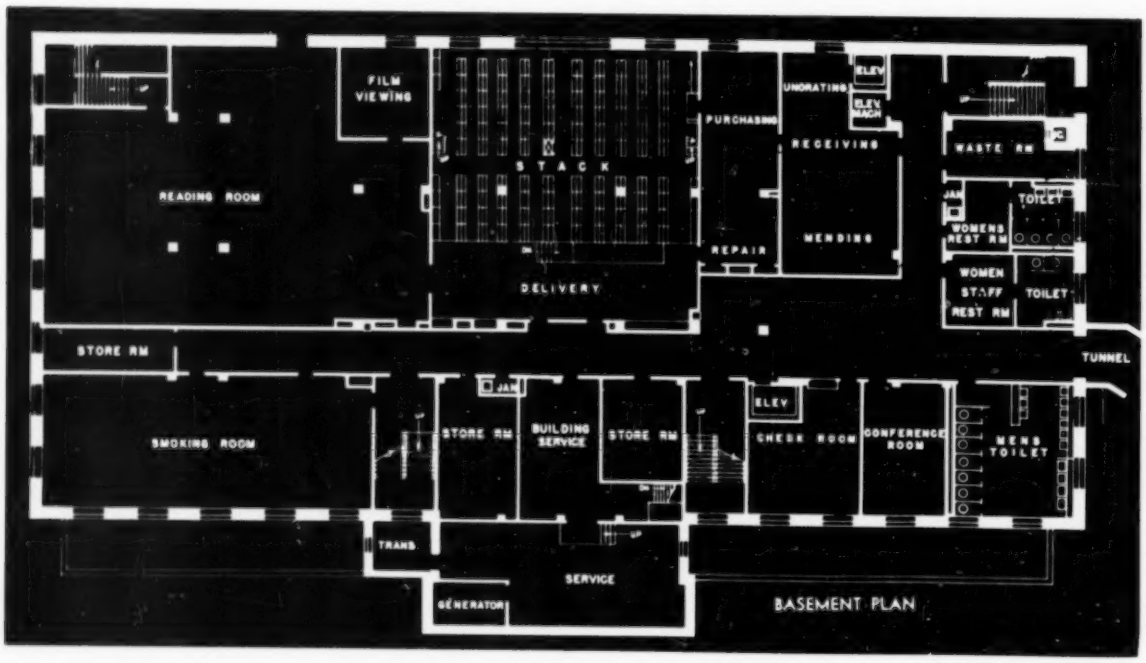
Thus, once the size was determined, the next step was to decide to what purposes the remaining half of the building could be most effectively devoted, purposes that would lend themselves to flexibility for future moving. The answer was readily available.

In the first place, classroom space was urgently needed. And, of course, classroom facilities are more easily moved than are laboratories, administrative offices, and other areas requiring heavy equipment and special installations. Classrooms, then, were given first priority for space on the two and one-half floors not immediately scheduled for library purposes.

The second choice, to occupy available space not consumed by classrooms, was also easy. The department of engineering drawing was almost tailor-made to fill the new space, as Northeastern's comparatively large department of engineering drawing had been steadily outgrowing its former area. Fortunately, drawing tables, movable stools, drawing boards, and other portable materials are relatively easy to move and do not involve special installations.

With the use of the new facilities determined in advance, consideration was directed to the type of design and choice of building materials that could be readily altered when the occasion would arise.

The so-called core of the library building, the main stack, located between the wings of the U-shaped building, is probably a good example of the flexibility of construction concept. At present the stack, which has four sections, rises only to the second floor and accommodates 160,000 volumes. As the number of tomes increases, the stack has been so designed, including a 6 foot thick monolithic concrete base for support, that it can be expanded



GEORGE A. SPEERS
Director, Publication Division, Press Bureau
Northeastern University, Boston

vertically to house more than 350,000 volumes.

The building is a steel frame, reinforced concrete structure supported by spread footings, with an exterior of white brick. Windows, also steel-framed, extend from the first to the top floor, separated at floor levels by metal spandrels painted with black gloss and covered with colorless plate glass.

Two elevators will accommodate passengers and freight: one a hydraulic freight elevator operating between the ground and first floors for the library work areas, with an opening on the outside loading platform; the other a standard passenger and freight elevator running from the ground floor to the top story. Two other smaller ones are located in the cataloging room and the main stacks. The first is manually operated and is available for transporting smaller quantities of books between the two lower floors. In the latter area an automatic hoist has been installed to carry volumes to any of the three levels in the stacks.

Flooring in the library areas is of cork tile. In the classrooms, drawing rooms, hallways and toilets the floors have inlaid asphalt tile, while polished marble is placed in the main lobby. Acoustical tile of mineral fiber is used for ceilings throughout the structure. Heating is supplied by steam purchased from the local electric company.

Library areas have flush recessed direct lighting in part, with interspersed indirect lighting as needed to brighten the ceiling. Classroom fixtures have diffusing glass globes with safety collars, in addition to direct lighting with prismatic lens fixtures angled to illuminate the full height of the blackboards. Flush, single lamp aluminum troffer type (fluorescent) fixtures are used in some of the drawing rooms, while indirect lighting with silver bowl fixtures is used in others.

In the reading rooms, 650 students can be seated at one time; eventually 1500 will be accommodated at one sit-

Above: Book browsing in special library in Northeastern University's new $1,500,000 library building. Below: Modern method of study in the listening room. Students are shown taking notes from a transcription.

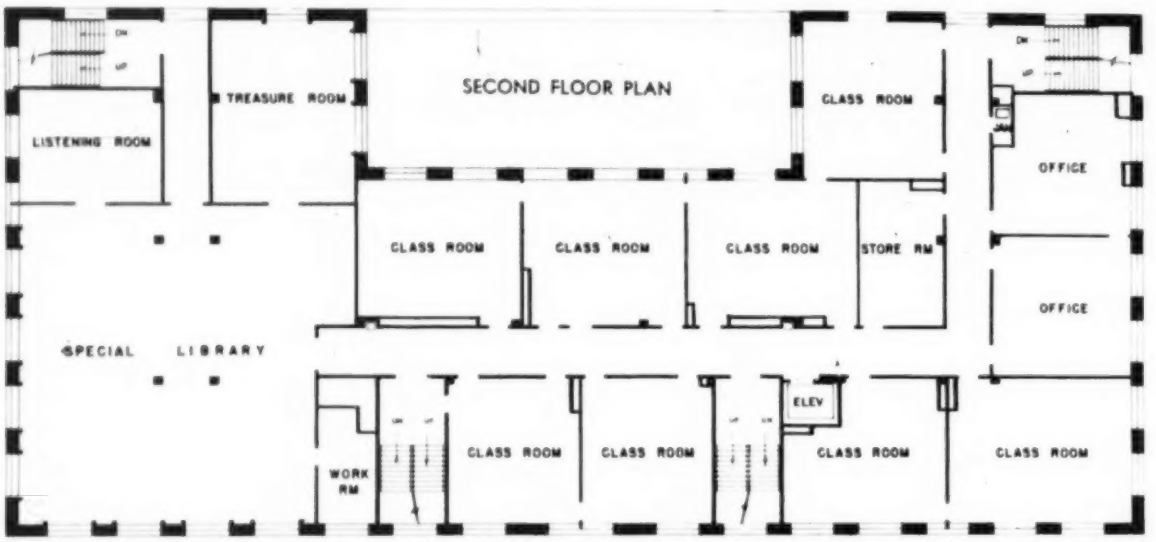
ting. The main reading rooms and the control desk are on the first floor. The latter is located off the main lobby in the approximate geographic center of the building to permit student traffic to flow to both wings or up or downstairs with equal convenience while avoiding congestion.

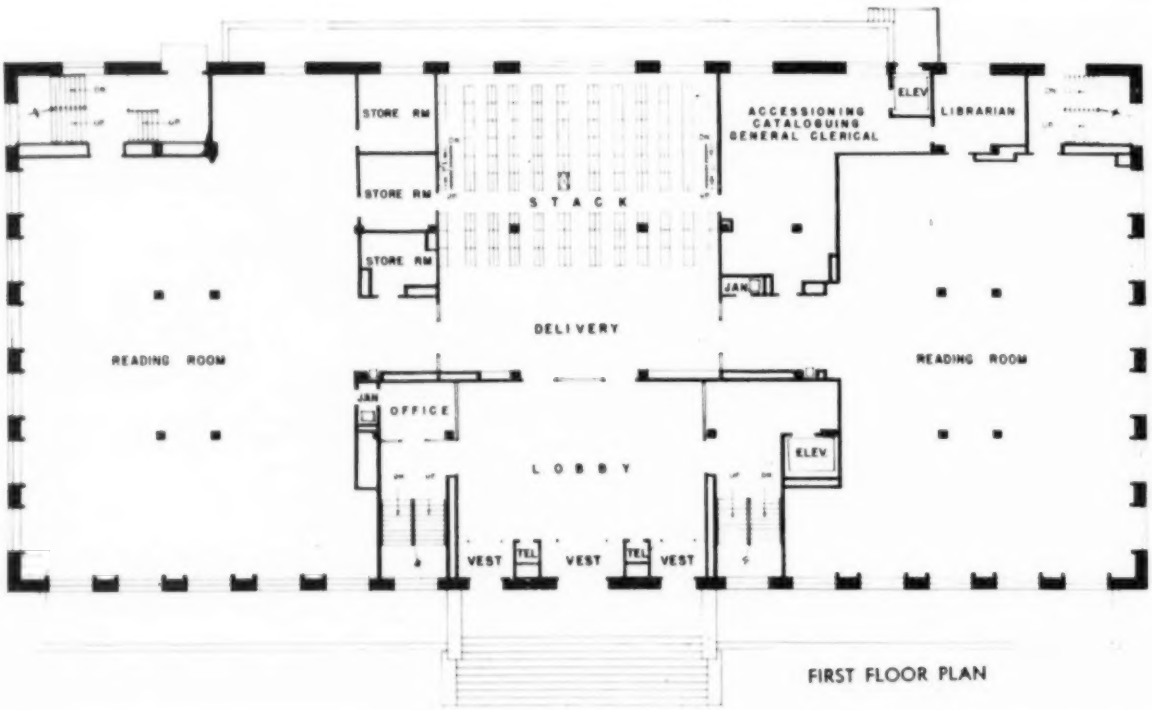
The other reading rooms, listening room, the treasure room (containing books and items of historical significance to Northeastern), and specialized study rooms, such as poetry and drama, are distributed on the ground and second floors; eventually additional study and reading rooms will replace classrooms on the third, fourth and fifth floors.

When the time for expansion comes, the problem of removing the cinder block wall partitions will be a relatively minor one. No plumbing and ventilation installations need be moved. Another example of flexibility is the manner in which the structural steel was designed and erected; additional large reading rooms can be created with the steel columns' and beams' forming a symmetrical pattern rather than having an unsightly appearance.

Another interesting feature rarely found on an American college campus is an underground passageway connecting the library building with the other buildings in the university quadrangle. Students can go from laboratories, Student Center Building, classrooms, auditorium, and innumerable other areas to the library *without stepping outside*. What a boon to Northeastern students during the New England winters!

The other concept that played a





FIRST FLOOR PLAN

Front view of Northeastern University's new library building in Boston.

dominant rôle in the planning of the library building, functional design, is not new at Northeastern. Some twenty years ago it was decided that Northeastern would adopt a style of architecture called contemporary classical; perhaps a more precise description might be utilitarian and functional. Every square foot of space in each building can be used to maximum efficiency while the design keeps maintenance and repair costs down to a minimum.

ONE OF THE MAIN READING ROOMS

Exemption From Property Taxes by Charter Right

T. E. BLACKWELL
Vice Chancellor and Treasurer
Washington University, St. Louis

THE VAST MAJORITY OF THE INSTITUTIONS of higher education in America enjoy exemption from taxation as the result of general statutory or constitutional provisions, applicable to all charitable and educational institutions within the state of incorporation. Such legislative and constitutional exemption usually extends only to property actually used for charitable and educational purposes. Moreover, such immunity from taxation is subject to modification or even revocation by subsequent legislative or constitutional action.

A fortunate few, however, have been granted complete exemption from taxation on all property, even that held as investment of endowment funds. If this grant of tax immunity was received as the result of a special act of legislation, without a reservation of the power to amend, our courts have held that it constitutes an irrevocable contract between the state and the incorporators that cannot be impaired without violating the federal Constitution.

This is the doctrine of the famous Dartmouth College case,[1] enunciated by the Supreme Court of the United States in 1819. Although it did not involve a question of taxation, the Dartmouth College case established the contractual character of charters of incorporation granted by special legislative action, and according to Section 10 of Article I of the federal Constitution: "No state shall pass any . . . law impairing the obligation of contracts. . . ."

During the period of internal expansion and development of this country just preceding and following the Civil War, the legislatures of many of our states granted special charters of

incorporation on generous terms to banks, railroads and canal companies to encourage the rapid exploitation of our natural resources. Within a few years the taxpayers realized that this tendency of the legislature to relinquish its sovereign power to tax should be curbed. As a result, the state constitutions were amended, prohibiting such action. Once issued, however, these special charters could not be recalled.

During this early period of legislative generosity, a few colleges and universities were granted charters giving them complete immunity from property taxation in perpetuity. Four of these are located in the state of Missouri, *i.e.* Lindenwood College,[2] Westminster College,[3] William Jewell College,[4] and Washington University.[5] Other states were also generous. Northwestern University[6] in Illinois, Sheffield Scientific School[7] in Connecticut, Hamline University[8] in Minnesota, Brown University[9] in Rhode Island, Whitman College[10] in Washington, Colorado Seminary[11] (University of Denver) in Colorado, and the University of the South[12] in Tennessee were granted similar charter exemption.

These special charters have been under almost continuous legal assault since they were granted. On July 13, 1953, the supreme court of Missouri again sustained the validity of the charter exemption granted to William Jewell College in 1849.[13]

The case arose as the result of the purchase in December of 1943, by the trustees of William Jewell College, of a foundry owned and operated by the Century Electric Company. Immediately after the purchase, the college leased the property back to the Century Electric Company for a term of 25 years, with provision for renewal. The collector of revenue for the city of St. Louis assessed real estate taxes against this property for the years 1945, 1946 and 1947, and in December of 1948 he filed suit for the payment of these tax bills.

Attorneys for the college, in defending the suit, pointed to three prior decisions of the supreme court of Missouri, holding that the charter of William Jewell College granted exemption from state and local taxation on all property owned by the college.[4] In view of this weight of precedent, the court, by a unanimous decision, en banc, ordered the cancellation of the tax bills in question and granted an injunction restraining the further assessment of the property as long as it

[1]Dartmouth College *v.* Woodward, 4 Wheat. 518, 4 L. Ed. 629. Zumbalen, J. H.: "The Federal Constitution and Contract Exemption from Taxation," 17 St. Louis L. Rev. 191. 61 C. J. 408 Para. 422.

[2]No litigation of record.

[3]State *v.* Westminster College, 74 S.W. 990.

[4]State *v.* Trustees of William Jewell College, 136 S.W. 397. Trustees of William Jewell College *v.* Beavers, 171 S.W. (2d) 604. Curators of Central College *v.* Rose, 182 S.W. (2d) 145.

[5]Washington University *v.* Rouse, 75 U.S. 439 (1867). Washington University *v.* Bauman, 108 S.W. (2d) 403. Washington University *v.* Gorman, 153 S.W. (2d) 35 (1941).

[6]Northwestern University *v.* Illinois, 99 U.S. 309 (1879).

[7]New Haven *v.* Sheffield Scientific School, 22 Atl. 156 (1890).

[8]County of Nobles *v.* Hamline University, 48 N.W. 1119 (1891).

[9]Brown University *v.* Granger, 36 Atl. 720 (1897).

[10]Berryman *v.* Board of Trustees of Whitman College, 222 U.S. 334 (1912).

[11]City and County of Denver *v.* Colorado Seminary, 41 P. (2d) 1109 (1934).

[12]Felton *v.* University of the South, 208 U.S. 489 (1908).

[13]260 S.W. 2d 479 (1953).

is owned by the college. In his opinion, Judge Tipton stated:

"There can be do doubt that the trustees had a right to purchase the tract of land on which the foundry is located, and as long as the rents therefrom are used for the benefit of education, the tract of land is exempt from all taxes. The tax exemptions granted to William Jewell College are not limited to real estate actually occupied and directly used to support the educational establishments."

On Sept. 29, 1953, a decree of the St. Louis circuit court, issued in January of the same year, became final and binding.[14] By its terms, the taxing officials of the city of St. Louis now stand permanently enjoined from assessing any general taxes against any real property owned by Washington University unless and until it shall have lost or forfeited its right not to be taxed by a final judgment of a court of competent jurisdiction in a direct proceeding brought for the purpose of declaring such forfeiture by or in behalf of the state of Missouri. In view of the strong line of legal precedents established in the state courts on this question, there is reason to believe that no such forfeiture will ever be declared.

SOME ARE CRITICAL

Some students of constitutional law have been critical of the courts' steadfast determination to uphold the validity of these charters. Mr. Willis has this to say:[15]

"Undoubtedly it should be held that even if a charter of a corporation is a contract it is subject to the exercise of all of these sovereign powers: taxation, police and eminent domain. The Supreme Court has corrected the original mistake of the Dartmouth College case except for taxation and the rate and franchises of public utilities. It should finish the work which it has begun and make contracts subject to every form of the exercise of all of these sovereign powers."

On the other hand, Mr. Cooley asserts that there is strong social justification for the continuation of these grants of tax immunity.[16]

"If the tax cases are to be regarded as an exception . . . the exception is perhaps to be considered a nominal rather than a real one, since taxation is for the purpose of providing the state a revenue, and the state laws which have been enforced as contracts in these cases have been supposed to be based upon consideration, by which the state receives the benefits which would have accrued from an exercise of the relinquished power in the ordinary mode."

The Missouri supreme court came to the defense of the legislature when it was under criticism for having granted Washington University a tax free charter:

"In this instance, however, it cannot be said that the grant was improvident. When it was made the constitution provided that 'schools and the means of education shall forever be encouraged,' Const. 1820, Art VI, Sec. 1. The legislature properly deemed the purposes for which the university was organized to be beneficial to the people. Here was a group of public-spirited and unselfish men generously seeking to establish an educational institution at private expense which to some extent would relieve the state in that field."

QUOTES FROM OPINION

James M. Douglas, quoting from his own opinion in the Washington University case, written when he was on the bench as chief justice of the Missouri supreme court, continues the discussion in his current brief:

"We find in the instant case a similar situation. Here, too, was a group of public-spirited and unselfish men generously seeking to establish William Jewell College to be built and operated at private expense. The college was built and through the years has been conducted as a first-class college providing the benefits of education. The law is settled that the benefit to the public is adequate consideration for tax exemption. And, because of William Jewell's tax exemption, a large number of persons have made donations of funds, securities and real estate to the college which has increased the benefits the college has offered.

"William Jewell, together with our other privately supported colleges, has given Missouri educational facilities far beyond those the tax supported institutions could provide. In 1951 almost twice the number of students were enrolled in the private colleges of the state over those in the state institutions of higher education.

"The public policy of the state has always been to further the education of its citizens. The very success of a democratic form of government depends on an educated and informed citizenry. Private colleges today, freed from the restrictions of governmental support, are looked upon as the bulwarks of our continuing democracy."

[14] Washington University *v.* Bannister, St. Louis Circuit Court, Division No. 2; Case No. 86952 C and 96934 C.

[15] Willis, H. E.: "Constitutional Law of the United States," The Principia Press, Bloomington, Ind., 1936.

[16] Cooley, Constitutional Limitations (8th Ed.) 579.

Legal adviser seeks advice

Dr. Blackwell is to prepare a chapter on the legal problems of colleges for the second volume of "College and University Business Administration." He would welcome hearing from readers as to topics that should be included and would appreciate suggestions with reference to contents, organization and method of presentation. He would like the name and address of the college's legal counsel, and whether he is employed on a full-time or on a retainer fee basis.

STUDENT HANGOUT AT WITTENBERG COLLEGE

SNACK BARS can be profitable

LESLIE SCOTT
Director of Institution Management, Michigan State College, East Lansing

THE STUDENT APPETITE FOR SANDwiches, milk shakes, ice cream, carbonated drinks, and similar items, which apparently is sustained throughout the day and often far into the night, has created a demand for snack bar and fountain operations in most college residence halls and union buildings. The student, it appears, is reluctant to travel, even so far as the nearest drug store, so has asked that we also provide such things as toilet supplies, tobacco, simple drugs, soaps and magazines in areas conveniently near his room. We have often done so by stocking such items in the snack bar.

Frequently these operations, started on a small scale as a convenience to students, have grown to such size that their success may have a significant effect upon our total operations. But in some cases, owing to unrealistic and incomplete financial records, we may be losing money without knowing it or may be deceiving ourselves into thinking that the elusive increase in volume (which is always due next month) will cure our ills.

It is about time that we took a cold look at these operations to see whether or not they are financially sound. Someone may say, "Oh, we operate our snack bars as a means of implementing our social program." I do not quarrel with this philosophy. If the union or dormitory fountain is to serve as an institutionally operated matrimonial bureau, that is all right with me. What I do urge is that we find out the cost of this service and charge it in the right place, not against other—more efficient—operations within our total programs.

Operations of this type are big business in many institutions of higher learning. The three snack bars in the residence halls of one large middle western university will gross almost $100,000 this year. The grill in a single large residence hall in another midwestern institution will gross almost $40,000. Operations of this size deserve careful analysis and well planned management. I believe that they can be financially successful if we apply here the same technics that have proved to be helpful in other food and business operations. Here are a few suggestions:

1. *Provide adequate supervision.* One of the most erroneous assumptions one can make in this business is that the elimination or radical curtailment of supervisory staff will lead to economy.

There are, of course, exceptions to this general statement. I know that the University of Wisconsin's Pine Room in its men's residence hall is operated by the student organization, and that it is operated successfully, but such is the exception, not the rule. Its success may be attributed to pride in tradition and a well organized, efficient counseling system. Unfortunately, most of us do not have the benefit of such a tradition and long-term training program. In the meantime, we must devise a means of operating such facilities.

There is no more dangerous place to leave a student worker without the support of good supervision. He is

From an address presented at the National Restaurant Association convention, Chicago, 1953.

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JOHN SEXTON & CO., CHICAGO, 1953

Above: Compact fountain similar to those in many college unions. Right: Selling convenience, too.

subjected to pressure from his housemates, in some cases his roommate, to give away articles, serve portions larger than standard, and otherwise "cheat the house."

Lack of supervision also breeds bad work habits and leads to the appropriation of stock by employes.

2. *Know your costs.* Know not only the cost of merchandise or food sold but of labor, cleaning, utilities, supervision, administration and all other items.

Some of the more popular items sold in such operations are coffee, hamburgers, milk shakes, ice cream, and carbonated drinks. Good portion control on those items is necessary.

3. *Establish prices in relation to costs.* Let's be realistic about the matter. The cost of the milk shake at the drug store on the corner does not influence your costs. Your problem is: How do *my* selling prices compare with *my* costs? And I mean all of them. If the fellow on the corner is selling a comparable product for a price below yours you had better find out why and how but do not assume that you can always meet his price. *Remind your customers that you are selling convenience as well as the product.*

4. *Fix responsibility for cash.* Reduce the number of persons handling cash to a minimum. Give responsible persons the necessary authority to make the system work.

5. *Watch your inventory.* It is easy to stock a large variety of items in an operation of this kind. You cannot afford to be sensitive to every inquiry for a particular product. If an item does not move, close it out as quickly as possible. Do not stock more than one or two brands of any item. Remember inertia is on your side. Although one brand may be preferred over another, a second choice here is better than the preferred brand in the drug store five blocks away.

Here are three examples to show how some actual snack bars show a profit:

1. A college with an enrollment of 3000. Total sales, $60,000.

Food cost	45%
Labor cost	27%
Other costs	11%
TOTAL	83% (net profit, 17%)

2. A men's dormitory snack bar, total residents, 1200. Total sales, $40,000.

Food cost	47%
Labor cost	23%
Other costs	12%
TOTAL	82% (net profit, 18%)

3. A snack bar in a union in the south central region. Total sales, $80,000.

Food cost	50%
Labor cost	28%
Other costs	10%
TOTAL	88% (net profit, 12%)

I have given here no magic formulas but have repeated some rather well worn principles. I am convinced that they are basically sound and fundamental to a successful snack bar operation. In conclusion, I recommend that the director of the snack bar:

1. Provide the service requested but charge for it realistically. If, as a matter of policy, unrealistic prices are to be maintained, find out who plans to cover the deficit and preferably have it in writing.

2. Provide adequate supervision in each operation during every hour of operation.

3. Control portion sizes.

4. *Know costs.*

5. Price products realistically in the light of their costs.

6. Have a merchandising program, as a 25 cent milk shake may be a better buy than a 15 cent "tastee freeze" a mile away.

7. Fix responsibility for cash, and give the person responsible enough authority to protect himself against losses.

8. Hold the number of items in stock to a minimum, and plan for fast turnover.

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NEWS

Early Admissions Scholarships to 300 Next Year . . . No Limit on G.I. Earnings . . . 1953 Enrollments Up . . . Negro Student Reinstated by Court Order . . . Vets May Switch Courses . . . Two Colleges Merge

300 Scholarships Go to 15-16 Year Olds

NEW YORK.—Eleven widely scattered and varied American colleges and universities will next year award scholarships to 300 young men and women under the early admissions program supported by the Fund for the Advancement of Education.

The announcement was made November 21 by Dr. Otto Kraushaar, president of Goucher College, upon the mailing of circulars describing the program to some 21,400 high schools throughout the country. Dr. Kraushaar made public the details of the 1954 program in behalf of the 11 participating colleges and universities.

The following institutions comprise the cooperating group: University of Chicago (Chicago), Columbia College of Columbia University (New York City), Fisk University (Nashville, Tenn.), Goucher College (Baltimore), Lafayette College (Easton, Pa.), University of Louisville (Louisville, Ky.), Morehouse College (Atlanta, Ga.), Oberlin College (Oberlin, Ohio), Shimer College (Mount Carroll, Ill.), University of Utah (Salt Lake City), and University of Wisconsin (Madison).

The program is open to students of high scholastic achievement—both young men and women—who will have completed at least the sophomore year of high school by June 1954. These students normally will not have graduated and will be between 15 and 16½ years of age at the time of entrance to college.

The 300 early admissions scholarships pay up to $1725 for the 1954-55 academic year. They are renewable or partially renewable at each of the cooperating colleges.

Generally, the basis of the awards are (1) quality of high school record; (2) recommendation of the high school principal; (3) performance in examinations administered by the member colleges, and (4) evidence of emotional stability and personal performance.

The program for early admission to college was initiated in 1951 as a pre-induction experiment by the liberal arts colleges of four universities—Chicago, Columbia, Wisconsin and Yale. By admitting a select group of high school sophomores and juniors directly into college, it permitted them to complete at least two years' advanced study before they were called for military service.

Outside Earnings Have No Effect on G.I. Allowances

WASHINGTON, D.C.—Veterans attending school or college under the Korean G.I. bill have been reminded by the Veterans Administration that the amount of money they may earn outside of school hours has no effect whatsoever on the G.I. allowances paid them by the government.

The monthly allowances will remain the same, regardless of outside earnings, V.A. said. In fact, these earnings need not even be reported to the V.A.

The only ceiling under the Korean G.I. bill applies to veterans taking on-the-job or apprentice training. But even this ceiling of $310 a month imposes no limit whatsoever upon how much a veteran may earn.

G.I. allowances for veterans in school full time are $110, with no dependents; $135, with one dependent, and $160 with more than one dependent.

The original World War II G.I. bill did have a ceiling that applied to veterans training in school as well as on the job. But under the Korean G.I. bill, the ceiling is for job trainees only. It does not apply to veterans in the classroom.

College Enrollments Increase Again in 1953

WASHINGTON, D.C.—Enrollment in the nation's colleges and universities has increased for the second consecutive year, the U.S. Department of Health, Education and Welfare announced November 8.

Reporting partial results from the Office of Education's annual fall enrollment survey, Rall I. Grigsby, then acting commissioner, said:

"An estimate—based on returns from 70.5 per cent out of approximately 1900 institutions—shows a total enrollment for the fall of 1953 of approximately 2,215,000. This constitutes an increase of 3.1 per cent over the enrollment figure of approximately 2,148,000 for the fall of 1952. Since the rate of increase from 1951 to 1952 was 1.5 per cent, the present estimate would indicate that the rate of increase for total enrollment has been accelerated."

Although there is a considerable increase in the number of new students enrolled, the rate of increase for this group has declined. In 1952, the first year to show an increase since 1949, there were 537,000 students enrolling for the first time, an increase of 13.7 per cent over the previous year. This fall's enrollment of new students totals 575,000, or an increase of 7.2 per cent above last year.

Court Order Reinstates Louisiana Negro Student

WASHINGTON, D.C.—On November 16, the Supreme Court granted a stay to prevent a lower court from voiding the admission of A. P. Tureaud Jr., a Negro, as a student of Louisiana State University in Baton Rouge.

Mr. Tureaud, son of a New Orleans attorney, was admitted at the beginning of the fall term after a temporary

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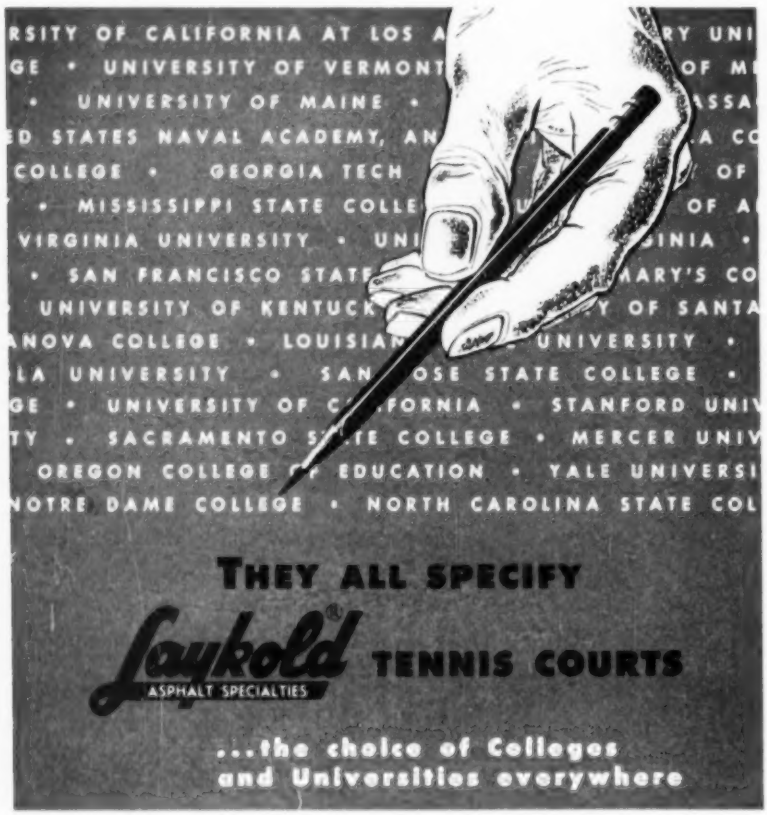
injunction had been issued by the United States district court at Baton Rouge. In subsequent action, the circuit court in New Orleans reversed the district court on the ground that the case had to be heard by a special three-judge federal court. Mr. Tureaud's counsel asked Associate Justice Hugo Black to stay the circuit court's judgment so that the student would not be ousted from the university.

Justice Black referred the matter to the full Supreme Court on November 9. During the period that the Supreme Court had the question under consideration, Mr. Tureaud was notified by university officials that his registration had been canceled and he left the school on November 11.

The stay of the circuit court's judgment has the effect of reinstating the district court's injunction order requiring Mr. Tureaud's admission. The Supreme Court said its stay would remain effective until its final disposition of an appeal in his behalf.



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Law Safeguards Against G.I. Abuse

WASHINGTON, D.C.—Nearly every school in the nation training veterans under the Korean G.I. bill has been living up to the letter of the law, Veterans Administration announced recently.

Those few that haven't, V.A. added, will be given every chance to correct deficiencies before action will be taken to stop the G.I. allowances of veteran-trainees, as V.A. is required to do by law.

In announcing the steps to be taken in dealing with such schools, V.A. said the procedure has been designed to protect the interests of the veteran, the school, and the government.

The law contains two major safeguards against abuse, V.A. explained. One of them is authority for V.A. to discontinue the allowances of veterans training in schools that fail to meet or that violate any of the provisions of the Korean G.I. bill. The other calls for the state to withdraw its approval from courses that fall short of the standards they had to meet in order to be approved originally.

V.A. will use the following procedure in an irregularity that involves state approval: First, it will furnish the state approving agency with all the facts it has on the case. Next, the state will have 30 days in which to get in touch with the school, investigate what's wrong, and try to work out some way to get things back in order. Finally, the state will inform V.A. of the results, either way, whether it has withdrawn approval or whether the situation has been cleared up satisfactorily.

If the state disapproves a course, V.A. will have no alternative but to stop the G.I. allowances of veterans who have enrolled in it. In this case, however, the allowances won't be stopped until V.A. receives notice of disapproval or until the effective date of that disapproval, whichever is later.

If the conditions have been remedied, veteran trainees, of course, will continue to receive their monthly payments.

A somewhat different procedure will be followed in dealing with schools or courses that fail to adhere to provisions of the law which V.A. is responsible for carrying out.

One of those provisions gives V.A. responsibility for stopping G.I. allow-

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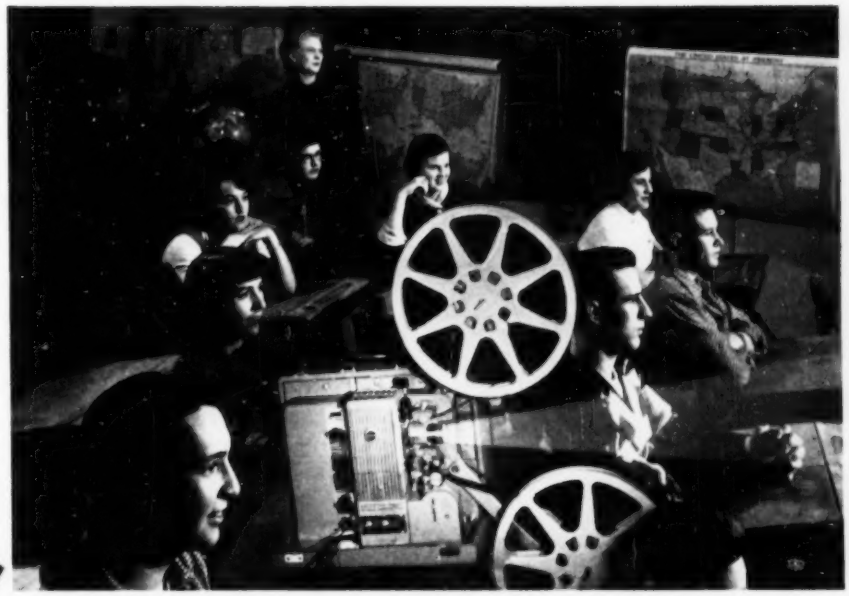

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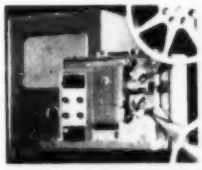

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ances to veterans if a school willfully and knowingly charges them more for tuition and fees than it charges non-veterans taking the same course. Another authorizes V.A. to discontinue payments if a school makes deliberately false reports to the government that result in veterans' receiving improper payments of G.I. allowances.

Korean Vets Entitled to Switch Courses

WASHINGTON, D.C.—Veterans taking undergraduate college work under the Korean G.I. bill may shift from one bachelor's degree to another without having it count as their one-and-only change of course allowed under the law, Veterans Administration said recently in answer to many queries.

In order to make the switch, V.A. added, veterans must do it soon enough so as not to involve any more training time than was originally required to complete the course.

As an example, V.A. pointed out that a veteran who had enrolled for a four-year course leading to a B.S. degree in agriculture could move over to an A.B. degree in liberal arts. And, as far as the law is concerned, it would not be considered a change so long as the over-all training time did not exceed the original four years. The reason that changes in degree need not constitute changes in course is that V.A. lists a veteran's educational objective as a baccalaureate degree, pure and simple, without any reference to his major field of study.

Nevertheless, colleges still are required to inform V.A. whenever a Korean G.I. trainee changes the degree he's aiming for. The school must certify that the change does not involve any extension of training time; it also must give the name of the revised degree objective to which the veteran has changed.

Group Adopts Policy on Communist Professors

COLUMBUS, OHIO.—At the annual meeting of the Association of Land-Grant Colleges and Universities, a statement of policy was adopted by the delegates assembled that stated "Communists or those under Communist discipline are unfit to remain on any college faculty."

The association's resolution on Communist professors, the first that it has made, was prepared by a special committee established a year ago to study academic freedom and responsibilities.

Those serving on the committee included Dr. J. L. Morrill, president of the University of Minnesota, chairman; Dr. Lewis Webster Jones, president of Rutgers University, and Dean A. R. Davis of the University of California.

Predicts No Big Change When Segregation Ends

ATLANTA, GA.—Dr. Rufus E. Clement, president of Atlanta University, recently stated in a speech delivered in New York that, in the event of a Supreme Court decision declaring racial segregation in education unconstitutional, Negro private colleges would survive only if they are of the highest caliber. Dr. Clement, who is the first Negro ever elected to the board of education in Atlanta, indicated that there was no evidence that removal of racial barriers would result in an immediate rush of Negroes to schools attended by white students.

Dr. Clement predicted that within 10 or 15 years all outstanding colleges that now limit their students to Negroes because of state laws would become interracial but that he did not expect that white enrollment would be more than 5 or 10 per cent of their total enrollment.

Concerning public schools and the fear in some quarters that they might be "overrun," Dr. Clement declared that urban patterns of residence and districting would obviate a large intermixture of the races.

Two New Jersey Colleges Merge

RUTHERFORD, N.J.—Fairleigh Dickinson College in Rutherford and Bergen Junior College in Teaneck, N.J., recently merged and the merged college will be known as Fairleigh Dickinson College.

Dr. Peter Sammartino, president of Fairleigh Dickinson, will continue as president; Dr. Walter Head, president of Bergen Junior College, will become provost of the Teaneck campus.

Fairleigh Dickinson College was founded in 1941 as a junior college and was transformed to a four-year

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NEWS. . . . . .

college in 1948. It has an enrollment of 2851 students. The Bergen Junior College has an enrollment of 197 day students and 297 evening students.

The merger provides Fairleigh Dickinson College with 40 acres of campus and 36 buildings. A substantial building program is planned at Bergen, including a new classroom building and modernization of laboratory facilities to provide for a potential student body of 4000.

Four New York Colleges Sponsor TV Series

NEW YORK.—The four municipal colleges of New York have initiated a series of 26 television programs for purposes of interpreting to the community the function of the colleges in the New York area.

The half-hour program entitled "Panorama" will be divided into six consecutive series on issues in education, contemporary development in the humanities, contemporary methods in education, vocational and avocational studies, the colleges and scientific research, and contemporary problems in the social sciences.

$54,000 Grants for Survey at P.C.W.

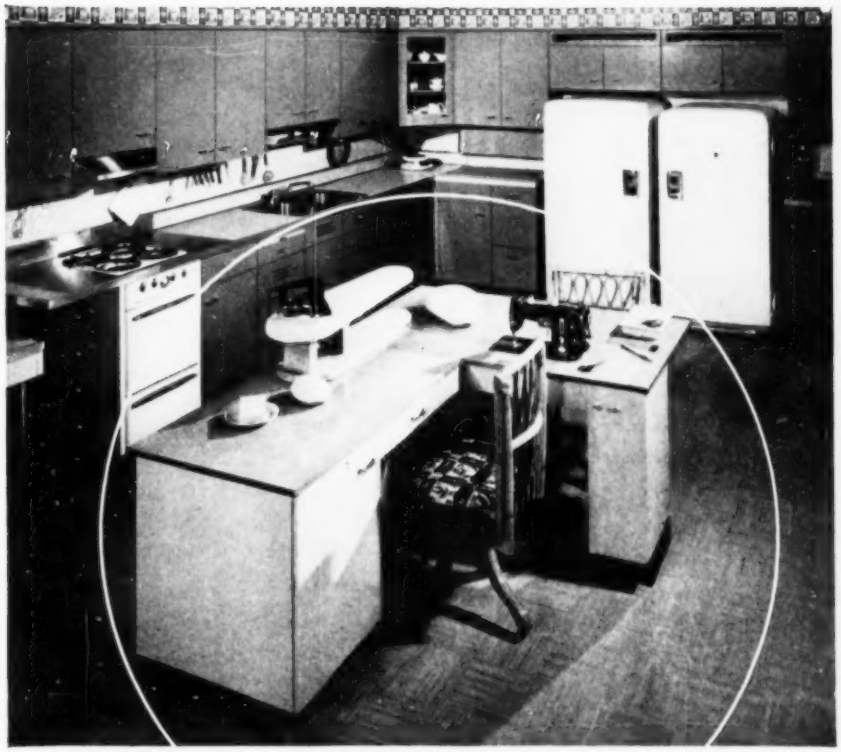
PITTSBURGH.—Pennsylvania College for Women is conducting a comprehensive survey of the college's curriculum, business management procedures, and public relations as the result of receiving two grants totaling $54,000 from the Fund for the Advancement of Education (a branch of the Ford Foundation) and the A. W. Mellon Educational and Charitable Trust. The surveys, which began November 30, will probably cover a two-year period.

In discussing the surveys, President Paul R. Anderson said that P.C.W. has made rapid strides in achieving nationwide attention for its educational program. "At the same time," he said, "the college's physical plant has kept pace so that today the college has one of the finest small college plants in the United States.

"It becomes necessary now," President Anderson declared, "to take stock of what the college has accomplished and to set new goals."

In making the surveys, the college is bringing in a committee headed by Dr. Harry Carman, dean emeritus of

St. Charles exhibit at the A.H.E.A. convention. New clothing construction unit in foreground



ANOTHER *St. Charles* FIRST !

New Clothing Construction Unit Organizes Work in the Clothing Classroom

This compact unit adapts, for the clothing classroom, the same basic principles —smooth flow of work and convenient locations of materials and equipment that are found in the St. Charles foods classroom. Focal point is the sewing machine which drops into the counter when not in use. To its right is storage for attachments and a file for reference material. The depression on the surface holds pins and scissors. Drawer at left holds tracing supplies. Tracing board is suspended on slides below drawer. Cupboard at left holds tote trays. There is storage on other side for skirt board and other pressing equipment, including asbestos lined compartment for steam iron and additional tote tray storage. Fold-over leaf, which covers machine when not in use, opens out to provide counter space for pupil doing hand sewing. Three-panel jointed Masonite cutting board fits over top providing cutting surface 43" x 66".

Over a year of research has gone into the production of this newest addition to the equipment offered by St. Charles for the homemaking classroom which includes unit kitchens for the foods room and storage units for the laundry. All St. Charles equipment is available in choice of twelve colors, an important aid in making the classroom homelike and appealing.

FREE BOOKLET. Send for your free copy of *Education for Living*, a recently published study of St. Charles products and their application to the homemaking classroom. Write to

ST. CHARLES MANUFACTURING CO., 1617 E. Main Street, St. Charles, Ill.

TOTE TRAY UNITS

Other St. Charles equipment for the clothing classroom includes wardrobe units and tote tray units. These may be used separately or, with mirrors on doors, may be grouped to make fitting area as shown below. Grooming area is also available.

St. Charles CUSTOM EQUIPMENT

FOR THE HOMEMAKING CLASSROOM
FOR THE HOME KITCHEN

practically indestructible and quiet Kys-ite molded plastic tableware

and trays for student cafeterias

Up to 5 times stronger than ordinary plastics, Kys-ite tough to chip or crack . . . stacking, carrying and washing can be done at top speed without any danger. Lightweight, quiet, eliminating all noisy clatter. Washes easily—manually or in machine, safe in boiling water. Stain-resistant tableware in maple color; red or brown trays.

KEYES MOLDED PRODUCTS

50TH ANNIVERSARY 1903-1953

Keyes Fibre Sales Corp., Dept. CU
420 Lexington Ave., N. Y. 17, N. Y.
Please send me further information on
☐ Kys-ite Tableware ☐ Kys-ite Trays
NAME..... TITLE.....
NAME OF SCHOOL.....
ADDRESS.....
CITY.....ZONE.....STATE....
MY WHOLESALER IS.....

NEWS

Columbia College, to examine and make recommendations concerning the curriculum and general college policy. Among other members of this committee are Dr. Stanton Crawford, dean of the college of arts and sciences, University of Pittsburgh, and Dr. A. J. Brumbaugh, formerly the vice president of the American Council on Education.

In addition, the management engineering firm of Cresap, McCormick and Paget has been engaged to study and evaluate the business procedures of the college.

The New York and Washington public relations firm of Coates and McCormick has been appointed to examine the public relations of the college in Pittsburgh and throughout the country.

It is planned that as other committees are needed they will be added. The survey is reported to be one of the most thorough ever made by a college.

Sees No Future for American Education

FARGO, N.D.—Dr. Robert M. Hutchins, former president and chancellor of the University of Chicago and since 1949 associate director of the Ford Foundation, declared recently in a speech at Concordia College, Moorehead, Minn., that in his opinion "the American people do not believe in education." He asserted that, as presently constituted, the American system has no future.

"At the age of 6 the child becomes a nuisance and the people want a course of education that will take the child off the family's hands until he is 18 or 22," he said.

In evaluating the various educational systems of the world, Dr. Hutchins declared that the English have the best colleges, the French the best secondary schools. "Our primary schools are good," he continued, "but we begin to go wrong at the secondary level."

Dr. Hutchins, when questioned following the lecture, stated in response to an inquiry as to whether a Communist should be allowed to teach at a university that the answer depends on the method of teaching. If the teacher merely contrasts communism with other systems in open discussion, he saw no objection, but if the teacher attempted to indoctrinate his students with Communist ideas, then "there is no place for that person on a faculty."

Army Urges Program of General Military Science

WASHINGTON, D.C.—Conversion to the general military science program is being encouraged among colleges giving specialized army reserve officer training corps courses for the 1954-55 school year.

The army explained recently that the general military science program would "eliminate overproduction of officers in some branches and shortages in others" and would be more economical.

General military science is being offered in 107 of the 253 senior college R.O.T.C. units. The others give instruction in specific branches of the army, such as artillery, infantry and quartermaster corps.

The army stressed that the general program would allow increased student participation in the training program.

Trustees Approve Plans for $10 Million Campus

ENDICOTT, N.Y.—The board of trustees of the State University of New York approved tentative plans for the development of a $10 million campus for Harpur College now located at Endicott, N.Y.

The architect's plans, which must be approved by the governor and the New York legislature, would move Harpur from its temporary quarters to the near-by town of Vestal, Broome County, where a 350 acre tract has been acquired.

Dr. William S. Carlson, president of the State University of New York, said that the plan for Harpur College called for five principal buildings and five small residence units based on an enrollment of 1200 students. At present there are 467 full-time and 321 part-time students.

Students Earn Way With Unique Jobs

STATE COLLEGE, PA.—Odd jobs are helping hundreds of students to earn extra dollars at the Pennsylvania State College.

John J. Huber, supervisor of the Student Employment Service, which was started 10 years ago, reports that during the past year more than 3400 individual job requests were filled; these ranged from two-hour baby sitting stints to two-semester jobs as table waiters or dishwashers. Waiting

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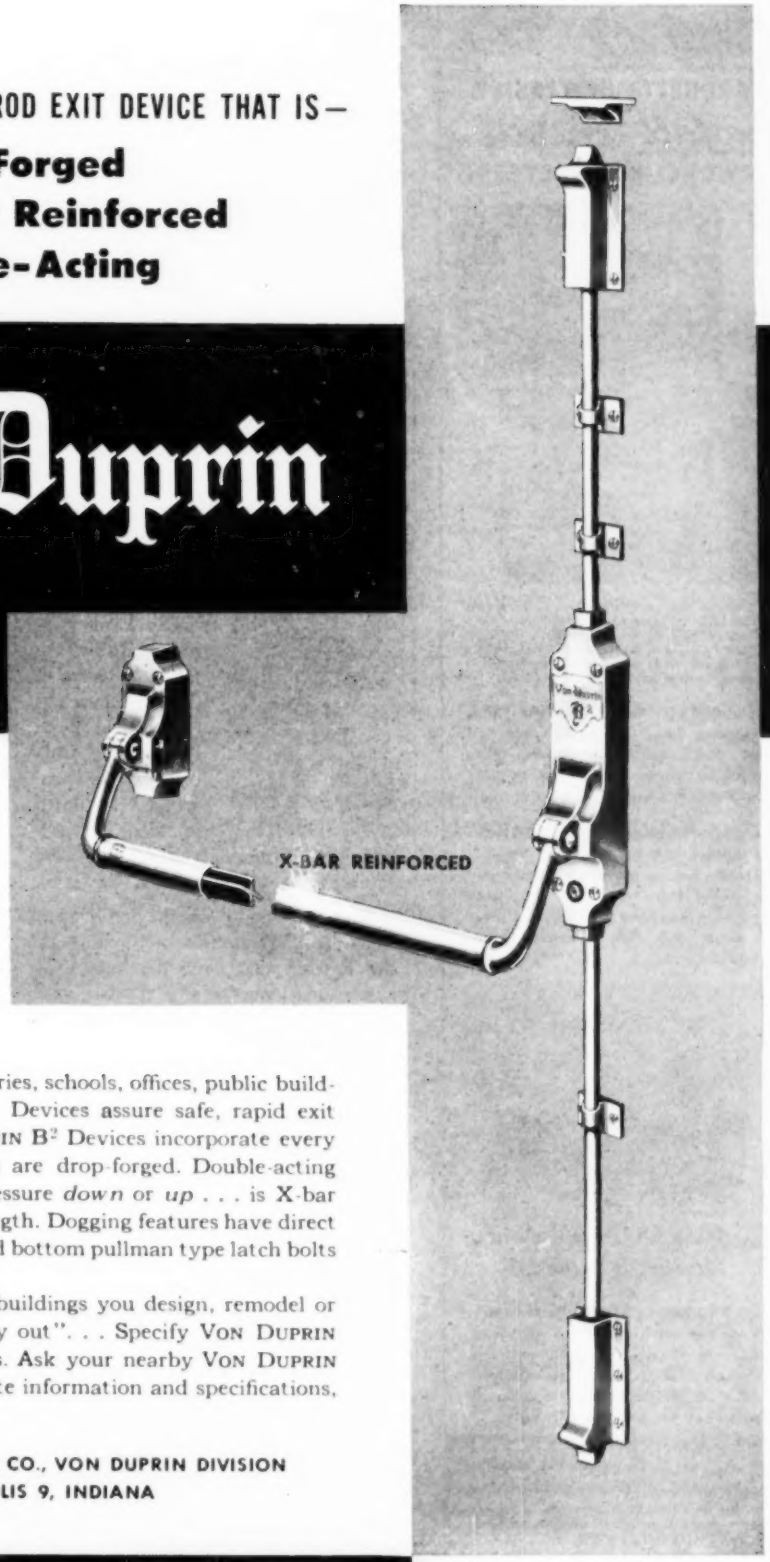

● Year in, year out—in factories, schools, offices, public buildings—VON DUPRIN B² Exit Devices assure safe, rapid exit around the clock. VON DUPRIN B² Devices incorporate every known refinement: All parts are drop-forged. Double-acting crossbar opens door with pressure *down* or *up* . . . is X-bar reinforced for maximum strength. Dogging features have direct drive into lever arms. Top and bottom pullman type latch bolts have independent action.

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Why did
MARQUETTE UNIVERSITY
install **OVER 50**
NATIONAL HAND DRYERS?

View of one of the washrooms in Brooks Memorial Union, Marquette University, Milwaukee, showing students using a National Hand Dryer. Over 50 National Dryers are also installed in men's and women's washrooms in other buildings comprising the University.

To reduce maintenance cost. National Hand Dryers eliminate cost of towels, storing of towels, filling cabinets, disposing of towels, cleaning washrooms, plumbing service.

To secure improved sanitation. Impartial tests conducted by the U.S. Health Service prove conclusively that National Hand Drying is far more sanitary than hand drying by any other method. Ask for complete Public Health Report.

...dries hands completely dry in 20 seconds!

Do you really know how much your washroom service is costing you? Save 85c out of every $1 you are now spending for washroom maintenance. Fill in coupon and attach to company letterhead for complete information.

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616 West Adams Street, Chicago 6, Illinois

Send me the facts. Cost comparison of towels vs. National Hand Dryers, Public Health Service Report and descriptive literature.

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CUB 3 (12)

NEWS. . . . . .

on tables, as well as baby sitting and clean-up chores around the home are routine jobs for many of the student workers but there also are many unique and different jobs.

Recently, four young women were hired to carry sign boards advertising television sets. The Student Employment Service also has supplied a "cat sitter," a boy to feed experimental mice, and a student to watch the furs at a furriers' convention. One lady wanted two boys with their own axes to cut wood for a fireplace and two forestry students filled the bill.

The Student Employment Service prides itself on its ability to find a student to do just about any kind of a job, but also renders an important service in finding jobs for students.

NAMES IN THE NEWS

Paul M. Robinson

Dr. Paul Minnich Robinson, formerly pastor of the first Church of the Brethren at Hagerstown, Md., recently was inaugurated as fourth president of Bethany Biblical Seminary in Chicago. He succeeds the late **Rufus D. Bowman.**

Dr. Mary Ashby Cheek, president of Rockford College, Rockford, Ill., for the last 17 years, recently submitted her resignation to become effective next June. Miss Cheek tried to resign in 1951. She plans to enter special work in education in the United States and abroad, making her headquarters in her family home in Danville, Ky.

Wilbur Tunison, formerly associated with the Carlson-Hall Corporation of Los Angeles, has been named business manager of Chapman College, Los Angeles, to succeed the late **Shirley Davidson.**

Alvin E. Cormeny, vice president and assistant to the president of the New York Shipbuilding Corporation of Camden, N.J., has been named president of the Worcester Polytechnic Institute, Worcester, Mass. He succeeds **Adm. Wat Tyler Cluverius,** who died in October 1952. **Francis W. Roys,** dean of engineering, has been acting president since that time.

Dr. Warren G. Hill, assistant to the president of New Haven Teachers College, New Haven, Conn., since 1947, has been named acting president to fill

Have you any HOT FOODS to move today!

PORTABLE AERVOID REG. U.S. PAT. OFF.
Vacuum Insulated
HOT FOOD, SOUP and COFFEE CARRIERS
BEGIN WHERE COOKING KETTLES AND COFFEE URNS LEAVE OFF

When you have hot foods, hot soup, hot coffee to be serviced a distance from your kitchens . . . THAT'S WHERE PORTABLE AerVoiD VACUUM INSULATED HOT FOOD AND LIQUID CARRIERS COME IN.

AerVoiDs begin where cooking kettles and coffee urns, leave off. They provide a means by which the output of stationary cooking equipment can readily be transported and serviced at points distant from your kitchens . . . expediting service, saving time, money, labor.

AerVoiDs cost but a fraction of the cost of urns, steam tables, cooking kettles. Made of stainless steel, sanitary, high vacuum insulation (exclusive with AerVoiDs) that insures thermal efficiency to keep foods hot for servicing even miles from a central kitchen and with high retention of all the essential food elements and flavors as demonstrated by laboratory tests.

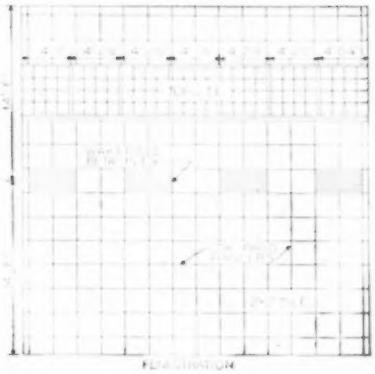
Not being anchored to one location, portable AerVoiDs open up immense new possibilities in expediting mass feeding. The only "complete line" of portable hot food servicing equipment on the market . . . sizes and types to feed thousands or just a few.

Experienced mass feeding consultants to help you without cost.

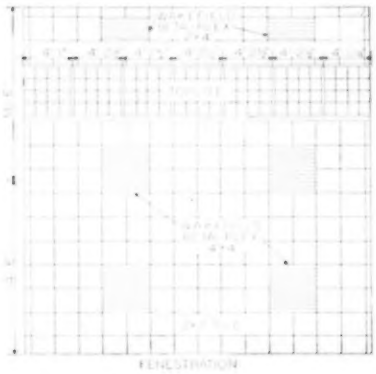
Write for illustrated price list "D". Compare. See how much less portable AerVoiDs cost . . . how much you can save.

VACUUM CAN COMPANY
19 SOUTH HOYNE AVENUE
CHICAGO 12, ILLINOIS

How to supplement glass block skylighting by using Wakefield Beta-Plex units



For daytime only: *four 2′ x 4′ Beta-Plex recessed units are mounted on the ceiling almost in the center of the room. The arrangement of side wall and glass block skylighting shown here will put the low point of daylight directly under the Beta-Plex units.*

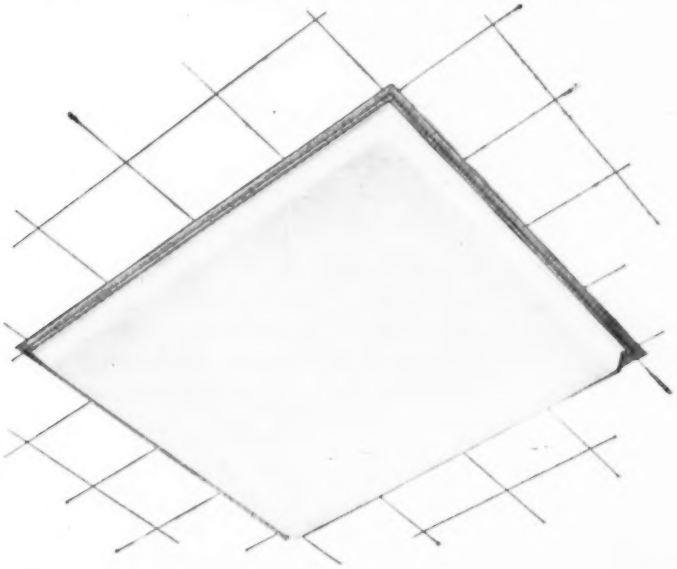


For Day and Night Use: *a minimum of 30 ft-C of electric light to meet the requirements of American Standard Practice will be provided by this arrangement of two 2′ x 4′ and four 4′ x 4′ Beta-Plex units. Separate circuits and switches will permit full (night) or partial (day) use.*

Wakefield Beta-Plex is a complete unit ready for recess mounting in a suspended ceiling. Separate circuits and switches may be installed for different lighting levels. The ballasts and lamp-holders are contained in an individual metal housing that provides for hook-on suspension points for the Wakefield Rigid-Arch Diffuser.

The Rigid-Arch Diffuser is molded with a sweeping arch, slightly higher in the center than at the edges to give greatly improved rigidity. It has a non-specular, matt finish that minimizes possible reflected glare from outside the building. Beta-Plex is also available with louvers. The Touch-Latch makes the interior of the luminaire readily available; press up with the touch rod —the Touch-Latch releases and the Rigid-Arch Diffuser swings down and open. Press the diffuser up again—the Touch-Latch secures the panel in place. **Available in 2′ x 2′, 2′ x 4′, 1′ x 4′ and 4′ x 4′ units.**

For an illustrated, descriptive 8-page folder on Beta-Plex, write to The F. W. Wakefield Brass Company, Vermilion, Ohio. **In Canada: Wakefield Lighting Limited, London, Ontario.**



Beta-Plex is one of a series of Wakefield Geometrics. Others are Omega-Plex, Theta-Plex and Sigma-Plex. Folders describing each are available.

Wakefield Over-ALL Lighting

the vacancy caused by the resignation of **Dr. Samuel M. Brownell,** who became U.S. Commissioner of Education.

George D. Stoddard

Dr. George D. Stoddard, former president of the University of Illinois, has accepted the chairmanship of the directing committee of New York University's self-study program now being conducted under a grant from the Carnegie Corporation. He will give full time to the study program for a seven-month period. Dr. Stoddard is presently serving as an educational consultant with Encyclopaedia Brittanica Films.

Dr. Arthur W. Klinck, president of Concordia Teachers College, River Forest, Ill., has resigned his position to accept appointment as professor of historical theology at Concordia Seminary in St. Louis. His resignation becomes effective December 31. Dr. Klinck has been president of Concordia Teachers College since October 1939. No announcement has been made regarding his successor.

Dr. Henry T. Heald, chancellor of New York University, was named chairman of the American Council on Education at the annual meeting of the organization held recently in Washington.

Dr. Samuel J. Harrison, for 13 years president of Adrian College, Adrian, Mich., has been appointed vice president of the Michigan Colleges Foundation, Inc., with offices in Detroit. The Foundation was established to solicit gifts from corporations for the private colleges in Michigan. **Dr. Edmond H. Babbitt,** vice president, has been named acting president of Adrian College.

Samuel J. Harrison

Edmond H. Babbitt

Dr. Douglas M. Knight, assistant professor of English at Yale University, has been named president of Lawrence College, Appleton, Wis., to succeed **Dr. Nathan M. Pusey,** now president of Harvard University. Dr. Knight will assume full-time duties at Lawrence at the opening of the second semester.

Douglas M. Knight

James F. Blair, former business manager of Union College, Barbourville, Ky., has been appointed to the staff of the Methodist Board of Education's national headquarters in Nashville, Tenn. He will start as a consultant on business management and as a financial adviser to Methodist schools and to Wesley Foundation college centers.

V. Adm. Richard L. Conolly retired recently with the full military honors of a four-star admiral at the Naval War College after more than 43 years of active service. His duties as president at the Naval War College were assumed by **R. Adm. Thomas H. Robbins Jr.** Admiral Conolly will soon assume the presidency of Long Island University, succeeding the late **Tristam W. Metcalfe.**

Robert W. Van Houten, president of Newark College of Engineering, Newark, N.J., was elected president of the Association of Urban Universities at the annual convention of the association held recently in St. Louis. **Dr. Norman P. Auburn,** president of the University of Akron, Akron, Ohio, became vice president of the organization.

Edwin Elmore Jacobs, president emeritus of Ashland College, Ashland, Ohio, died recently at the age of 75.

R. B. Saxon, operating superintendent for the University of Nebraska College of Medicine, Omaha, died recently. He is survived by his wife and son.

Edward M. Coughlin, retired bursar of Hamilton College, Clinton, N.Y., died recently in his home in New Hartford after a brief illness. He was 81 years old. He served as bursar from 1914 to 1940.

Dr. J. Hillis Miller, president of the University of Florida, Gainesville, died November 14 of a rheumatic heart ailment at 54 years of age. **Dr. John S. Allen,** university vice president, will take over Dr. Miller's duties until the

first

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- Unitized Sectional Construction
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- "Labflex" Patented Construction
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laboratory furniture

COMPANY INC.

Old Country Road, Mineola, N.Y

A first floor view of the beautiful, new James Wheelock Clark Library at Russell Sage College, Troy, N. Y. In the center, the new Atlas Case and Periodical Index Table, supplied by Library Bureau. The Library Bureau tables and chairs at the right are nearly twenty years old, yet they blend harmoniously with the finish of the new furniture.

Beauty on a Budget

Most colleges are dollar-counters these days. Russell Sage College had to watch expenses when planning its new library. Here's how they solved their problem, in the words of Miss Margaret R. Meyer, Librarian:

"In planning for new furniture and equipment, economy was paramount. This problem was immensely simplified because the Library Bureau tables and chairs in the old building were attractively finished. Moreover, all this furniture, some of it twenty years old, was usable; the chairs were in excellent condition, and the tables sound, although tops needed refinishing. The newly purchased card catalog, charging desk, periodical racks, atlas case, periodical index table and incidental equipment have all been supplied in an attractive finish lighter than the old furniture, but blending perfectly. It has even been possible to use the old chairs with the fifty new wood carrells placed on the second and third floors."

Library Bureau equipment is built to be both useful and beautiful ten, twenty, even fifty years hence, reducing replacement cost to the vanishing point. And when you expand, Library Bureau can always supply you with furniture that blends perfectly with what you already have. For complete details on Library Bureau quality furniture write to the address below for your free copy of Catalog LB604.

LIBRARY BUREAU—ORIGINATOR OF SPECIALIZED LIBRARY EQUIPMENT

Remington Rand

Room 1541, 315 Fourth Avenue, New York 10, N. Y.

NEWS. . . . . .

state board of control can meet to name a successor. Dr. Miller became president of the University of Florida in October 1947, after leaving a position as associate commissioner of education for the state of New York.

Eugene A. Gilmore, president emeritus of the State University of Iowa, Iowa City, died recently at the age of 82. He had been in ill health since last spring. He became president at Iowa in 1934 and left in 1940 to become dean of law at the University of Pittsburgh.

Dr. Percival Hall, president emeritus of Gallaudet College, Washington D.C., died recently after a long illness at the age of 81 years. Dr. Hall joined the faculty of the institution for the deaf in Washington in 1895 and became its president in 1910. He retired in 1945.

Rev. William Brewster, headmaster of St. Stephen's School in Austin, Tex., died last month following a long illness. St. Stephen's School was established in 1950 at the request of Texas clergymen.

DIRECTORY OF ASSOCIATIONS

National Federation of College and University Business Officer Associations

President: Irwin K. French, Wellesley College; vice president: Gerald D. Henderson, Vanderbilt University; secretary-treasurer: Nelson A. Wahlstrom, University of Washington.

Association of College Unions

President: Louis Day Jr., University of Pennsylvania; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Convention: April 25-28, Edgewater Beach Hotel, Chicago.

National Association of Educational Buyers

President: Forrest Abbott, Barnard College; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

Convention: May 5-7, Huntington Hotel, Pasadena, Calif.

Association of Physical Plant Administrators of Universities and Colleges

President: Sam Brewster, Alabama Polytechnic Institute; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 3-5, California Institute of Technology, Pasadena.

Association of College and University Business Officers

American Association

President: J. B. Cephas, Virginia State College; secretary: L. H. Foster Jr., Tuskegee Institute.

Convention: May 2-4, Lincoln University, Jefferson City, Mo.

Central Association

President: Jacob Taylor, Ohio State University; secretary-treasurer: T. N. McClure, Knox College.

Convention: April 25-27, Oklahoma A.&M. College, Stillwater.

Eastern Association

President: F. Morris Cochran, Brown University; secretary-treasurer: Irwin K. French, Wellesley College.

Southern Association

President: J. H. Dewberry, University System of Georgia; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Convention: April 28-May 1, Raleigh, N.C.

Western Association

President: George W. Green, California Institute of Technology; secretary: Duncan McFadden, Stanford University.

Convention: May 9-11, Rickey's Studio Inn, Palo Alto, Calif.

American College Public Relations Association

President: Mrs. Veta Lee Smith, Marshall College, Huntington, W.Va.; executive secretary: Marvin W. Topping, 726 Jackson Place, N.W., Washington 6, D.C.

Convention: June 21-24, Hotel Roosevelt, New York City.

National Association of College Stores

President: R. C. Avery, Cornell Campus Store, Ithaca, N.Y.; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

College and University Personnel Association

President: Max W. Sappenfield, University of Indiana Medical Center, Indianapolis; secretary-treasurer: Clara Stimson, University of Rochester; executive secretary: Donald E. Dickason, University of Illinois. Permanent headquarters, 809 S. Wright St., Champaign, Ill.

Convention: August 1954, University of California and California Institute of Technology.

National Association of College and University Housing Officers

President: Kenneth D. Lawson, Michigan State College; vice president: M. R. Shaw, Cornell University; secretary-treasurer: Ruth N. Donnelly, University of California, Berkeley.

CLASSIFIED ADVERTISING

POSITIONS WANTED

Assistant Business Manager, Purchasing Agent—Age 42, B. A., now employed at university in southwest, desires change; 15 years experience institutional and public purchasing, personnel, and administrative duties; personal and employment history summary upon request. Write Box CW 186, COLLEGE AND UNIVERSITY BUSINESS.

Housing—Food Service Director—Male; extensive training and experience planning, furnishing, staff development of residence hall and all phases of operation; references; east, south or southeast location preferred. Write Box CW 185, COLLEGE AND UNIVERSITY BUSINESS.

Public Relations—An experienced executive, with the prospects of statutory retirement without the desire or mental or physical need of retiring, offers his services for collegiate public relations, supervisory or development work; thirty years' top-level management experience, ten years' teaching experience; qualified writer and public speaker. Write Box CW 178, COLLEGE AND UNIVERSITY BUSINESS.

Treasurer—Experienced in preparation, control, and presentation of budgets, and financial reports, supervision of auxiliary enterprises, administration of loan funds, and all phases of financial control for small college; desires change; finest references. Write Box CW 187, COLLEGE AND UNIVERSITY BUSINESS.

POSITIONS OPEN

Assistant Bookstore Manager—For New England co-educational college located in small town; in reply give resume of training, background, and salary required. Write Box CO 134, COLLEGE AND UNIVERSITY BUSINESS.

Assistant Director of Housing—University in west; counseling background desirable; position available immediately; in reply give resume of training and background. Write Box CO 133, COLLEGE AND UNIVERSITY BUSINESS.

The rates for classified advertisements are: 20 cents a word; minimum charge, $4. (No charge for "key" number.)

Forms close 25th of month preceding date of issue.

Address replies to

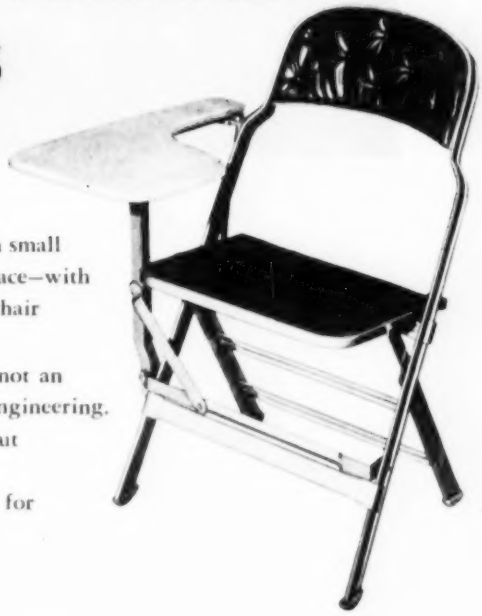
COLLEGE AND UNIVERSITY BUSINESS

919 N. Michigan Avenue, Chicago 11, Ill.

A Clarin Original—*Imitated but Unequalled*

THE TABLET ARM CHAIR THAT *FOLDS!*

For Emergency Classroom Use... For Conferences...Lectures ...Staff Meetings



You'll be amazed at how many people you can put in even a small room—comfortably seated and with comfortable writing space—with this new Clarin chair. Undoubtedly you've wished for a chair like it many times.

The Folding Tablet Arm is a built-in part of the chair, not an attachment. It is strong, easy to operate, a marvel of skillful engineering. A finger-tip touch lifts the arm so you can get into and out of the chair with ease. The arm folds down at the side, out of the way, when not needed, so the chair can be used for ordinary seating. The entire chair folds flat in seconds, for quick, safe stacking. Folded depth is only 3 inches.

WRITE TODAY! for full information about this unique Clarin Tablet Arm Folding Chair. Let us send or bring you a sample to examine. See for yourself the space-saving marvels it makes possible. See the engineered, built-in quality that distinguishes Clarin Chairs. Make your own comparisons. Available with Clarin's famous steel-framed wood seat, or with fine quality leatherette on seat and back, or on seat alone. Foam rubber cushioning if desired.

Clarin Mfg. Co., Dept 9,
4640 W. Harrison St.
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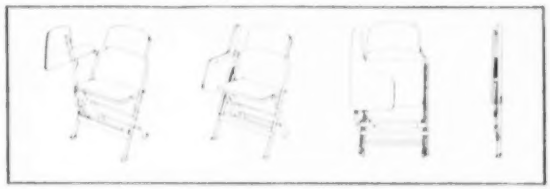
FOLDS FLAT IN 3 EASY STEPS



There is a Clarin Steel Folding Chair for every age from nursery school to adult—and for every need—the only complete line made. Write for Free Illustrated Catalog.

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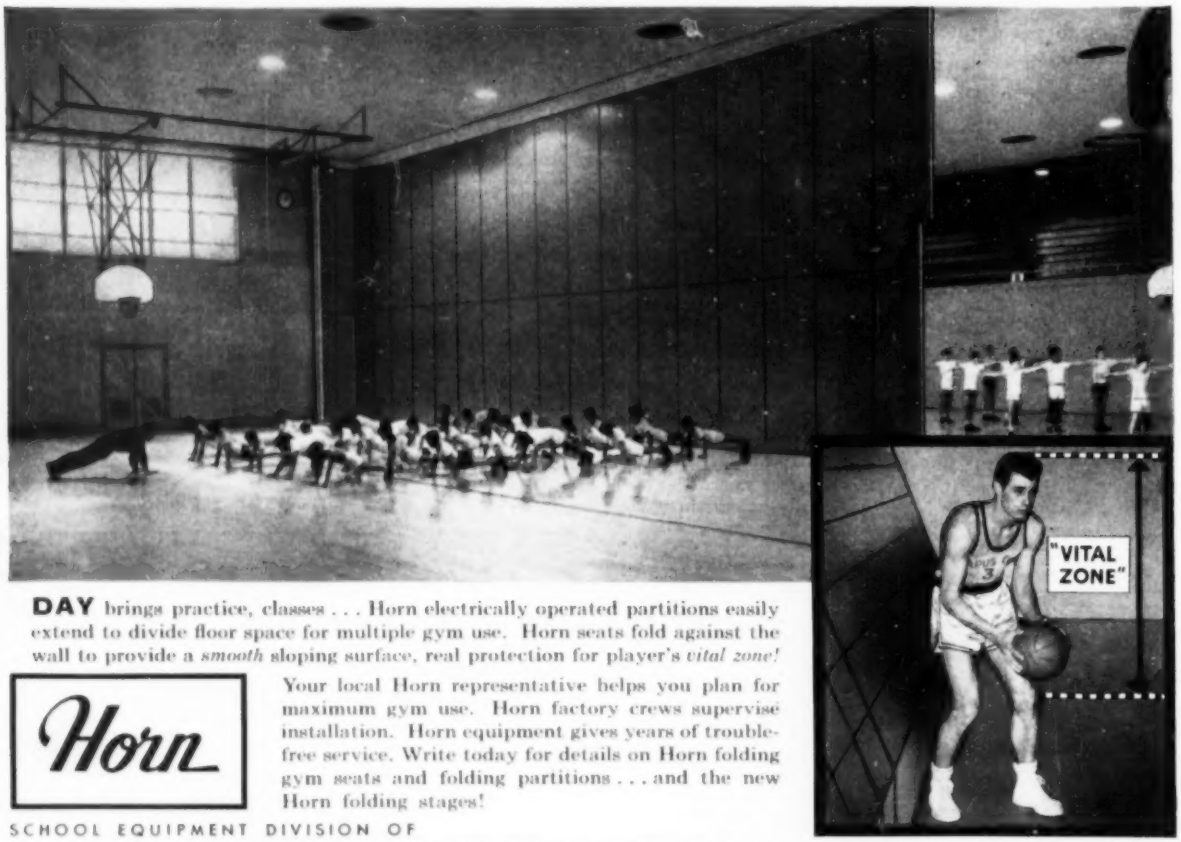
HORN GYMS WORK
NIGHT AND DAY

NIGHT brings exhibition games, the paying crowd . . . Horn Folding Gym Seats extend, partitions fold back, to make ample room for the crowd and the game. Full chair height of seats assures spectators greater comfort, enjoyment. *Safe*—each row automatically locks as it opens! Each seat and foot board is supported directly to floor.



DAY brings practice, classes . . . Horn electrically operated partitions easily extend to divide floor space for multiple gym use. Horn seats fold against the wall to provide a *smooth* sloping surface, real protection for player's *vital zone!*

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Your local Horn representative helps you plan for maximum gym use. Horn factory crews supervise installation. Horn equipment gives years of trouble-free service. Write today for details on Horn folding gym seats and folding partitions . . . and the new Horn folding stages!

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THE BRUNSWICK-BALKE-COLLENDER COMPANY • 623 SOUTH WABASH AVE., CHICAGO 5, ILLINOIS

WHAT'S NEW

December 1953

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 82. Circle the key number on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Clothing Construction Unit

Designed to help students learn to sew easily, the new St. Charles Clothing Construction Unit is a compact arrangement for the sewing classroom. It is planned for smooth flow of work and convenient location of materials and equipment. The point of interest is the sewing machine, which drops into the counter when not in use. A small base unit to the right has a sliding tray for storing machine attachments and a file for reference materials beneath. Pins and scissors are held in a depression in the surface. At the left is a drawer for tracing supplies with a tracing board suspended on slides beneath.

On the opposite side of the unit is storage for skirt board and other pressing equipment, including an asbestos lined compartment for the steam iron. A fold-over leaf covers the machine when not in use, yet opens to provide counter space for an extra pupil doing hand sewing. A three-panel, jointed Masonite cutting board fits over the top of the unit and can be easily stored when not in use. The unit is available in a choice of twelve colors, making it possible to have a bright as well as practical homemaking classroom. **St. Charles Manufacturing Co., Dept. CUB, St. Charles, Ill. (Key No. 758)**

Colored Photocopies

A new process has been announced that will permit the making of photocopies in any color. With the Apeco Systematic Auto-Stat photocopy machine employing the new color process, even an inexperienced operator can produce a minimum of 100 copies per hour in any color. The unit is designed to handle letter and legal size copies as well as copies up to 11 inches wide, in any length. The equipment is simple to operate, and the process is clean. There is no limitation as to type of paper or originals that can be copied, whether printed on one or both sides or on opaque or translucent paper. Copies can be made in any color, no matter what the color of the original. **The American Photocopy Equipment Co., Dept. CUB, 1920 Peter-Ave., Chicago 26. (Key No. 759)**

Sofa Bed

Designed for sleeping rooms which can double as living rooms, the new Simmons Beautyrest Sofa Bed is especially suitable for dormitory and personnel housing. The sofa bed gives the comfort of the Beautyrest Mattress for

sleeping. It is full twin bed size and has a specially reinforced box spring mounted on a sturdy welded steel frame. Closed, the sofa bed is the right height and depth for comfortable seating. Special construction prevents the bed from sliding forward. To open, the bed moves out on silent casters and is easily prepared by simply removing the slip cover. The Zalmite topped backrest provides space for pillows and blankets. **Simmons Company, Dept. CUB, Merchandise Mart, Chicago 54. (Key No. 760)**

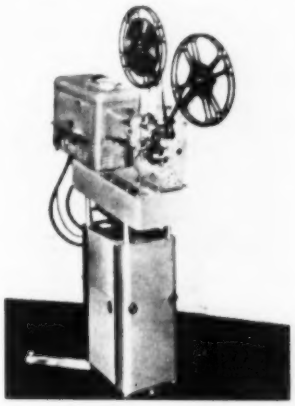
Portable Coffee Brewer

Designed to fit into the neck of the AerVoid carrier, the new AerVoid Portable Quick Coffee Brewer simplifies the making and serving of coffee. It provides a quick, economical, time-saving way to brew up to ten gallons of coffee ready for transporting to lunchroom, cafeteria or wherever quantities of coffee are served. It is a light, portable unit which requires no installation or replacement, except coffee bags, and makes it possible to produce fresh coffee quickly, any place where there is hot water. It is made of stainless steel, is placed in the top of the AerVoid Carrier, and the coffee is made in a minimum of time and is ready to serve. **Vacuum Can Company, Dept. CUB, 19 S. Hoyne Ave., Chicago 12. (Key No. 761)**

Victor Arc Projector

Designed for easy portability, the new Victor 1600 Arc Sound Projector for 16 mm films is versatile and modern. Three separate carrying units hold the rectifier stand, the bass reflex speaker, 25 watt amplifier, projector unit and accessories, and the lamphouse. The parts can be assembled for operation in five minutes and the unit runs for 57 minutes on one set of carbons, operating at 30 amps. The carbons are automatically fed and give constant high screen illumination with clear pictures. The powerful reflex speaker gives tone-true sound reproduction and additional indoor and outdoor speakers are available if required.

Positive centering of any picture throw angle, up or down, is assured by the easy lock tilt at either front or rear of the machine. Films are protected through the new blower-cooled aperture. The new rectifier, which serves as a base for the complete unit, has stabilizing legs with built-in floor levelers. Illumination is furnished by a new self-contained, portable arc lamp house. All of the Victor film safety features are included in the new unit and an automatic douser is an added film safety feature. The



unit is finished in scratch resistant Victor Sage-Green with satin chrome trim. **Victor Animatograph Corporation, Dept. CUB, Davenport, Iowa. (Key No. 762)**

(Continued on page 70)

What's New . . .

Buffer-Vac Attachment

Vacuuming and polishing can be done in one operation with the new Buffer-Vac attachment recently introduced. It is available separately for quick and easy installation on the P-15 Floor Maintainer, or the P-15 is available complete with the new attachment.

A live rubber skirt which hugs the floor is attached to a specially designed head. With the high speed heavy-duty Universal motor, maximum suction is provided to pick up all loose particles, even from crevices and cracks. The moleskin bag which collects dirt, dust and other particles removed during the cleaning operation is easily emptied. **Clarke Sanding Machine Co., Dept. CUB, Muskegon, Mich. (Key No. 763)**

Sound Projectors

Filmosound Specialists is the name given to a new line of sound projectors announced by Bell and Howell. They were designed for heavy duty use in schools and other institutions where they must withstand hours of continued operation. The film handling parts have sapphire surfaces to add to their life span.

Optical (conventional) 16 mm. sound projectors in both a single case model with built-in 6 inch speaker, and models with 12 inch and power speakers are included in the Specialist line. Cases for the Specialists are finished in two tones of blue. **Bell & Howell Company, Dept. CUB, 7100 McCormick Rd., Chicago 45. (Key No. 764)**

Tempered Glass Doors

A new Herculite tempered glass has been developed for use in all-glass doors. The glass does not turn color when exposed to sunlight. It reduces glare and reduces the iridescent effect found under certain lighting conditions. The new glass can be decorated by fired-on ceramic colors or by sandblasting. **Pittsburgh Plate Glass Co., Dept. CUB, 632 Duquesne Blvd., Pittsburgh 22, Pa. (Key No. 765)**

Textolite Desk Top

The new MT-500 Textolite laminated plastic desk top is resistant to scratches and dents and impervious to pencil marks, ink and carbon stains. It has been developed jointly by General Fireproofing and General Electric, manufacturer of Textolite, for the line of Mode-Maker steel office desks. The new top is said to be the first successful attempt to bond laminated plastic to steel. The adherence between the steel top plate and the plastic is sufficiently great that extremes of temperature and humidity will not affect it. The desk top is easily cleaned with a damp cloth. **The General Fireproofing Co., Dept. CUB, Youngstown, Ohio. (Key No. 766)**

Combination Padlocks

A new line of stainless steel combination padlocks has been introduced. They incorporate greater strength and added security at no increase in price, according to the manufacturer. The new stainless steel case is rust-resistant and will retain its polished finish indefinitely. The case-hardened locking latch is virtually impossible to shear, and a built-in

"sound effect" has been incorporated to prevent "feeling" combinations.

The Master No. 1500 regular combination padlock and the No. 1525 key-controlled combination padlock, constructed entirely of hard-wrought metals, have been especially developed for school use. All delicate springs and die-cast parts have been eliminated to ensure long wear. **Master Lock Co., Dept. CUB, 2600 N. 32nd St., Milwaukee 45, Wis. (Key No. 767)**

Tray-Washing Rack

Hand washing of plastic, aluminum and stainless steel trays can be eliminated with the new special tray-washing rack recently introduced. It is available for use in every model dishwashing machine. The rack features individual tilted compartments which protect the trays and permit thorough and sanitary washing. The rack is sturdily constructed with each cross wire crimped around the inner shell and an angle iron frame around the bottom. **Metropolitan Wire Goods Corp., Dept. CUB, 70 Washington St., Brooklyn 1, N. Y. (Key No. 768)**

(Continued on page 72)

Midget Curtain Operator

Designed expressly for use with the Vallen Roll-O-Long curtain track, the new Midget Curtain Operator is a general purpose unit for all darkening problems. It is especially effective for use in darkening rooms for visual education. The Midget Operator stops in any direction and can be reversed at any point of travel. The full-floating principle of design ensures tautness of the cable at all times. The new device is 10 inches high, 6 inches wide and .5 inch deep. **Vallen, Inc., Dept. CUB, 225 Bluff St., Akron 4, Ohio. Key No. 769)**

Insect-Killing Light

The Bug Bulb has been devised as a new concept for killing common insects. The bulb is screwed into an ordinary lamp, Bug-Bulb tablets are dropped in, the lamp switched on and the operation is then automatic. It is a simple, inexpensive operation, long lasting and clean. It can be used in indoor spaces measuring 3000 cubic feet or less and can be moved from room to room as needed to destroy insects. **American Aerovap Inc., Dept. CUB, 170 W. 74th St., New York 23. (Key No. 770)**

Typewriter Desk

Designed by a school architect, the No. 23511 Stationary Typewriter Desk is of nine ply construction, built for many years of trouble free use. The desk is scientifically designed for schools, colleges and technical institutions. The typewriter platform is standard business height of 26 inches to familiarize students with standard business operating procedures. Supporting legs of northern hardwood resist shocks and vibrations. The desk is designed to accommodate all standard typewriters, both electric and conventional models. Each desk has a pull-out shelf, one drawer and a bookshelf. Rubber cushioned Bassick

glides provide a noise-deadening factor. **P & W Cabinet Makers, Dept. CUB, 5814 Main St., Long Hill, Trumbull, Conn. (Key No. 771)**

no time like Holiday Vacation to put your floors in tip-top shape for a work-saving new year

HILLYARD Maintaineer makes fast work of large area clean-up with HILLYARD Super Shine-All neutral chemical cleaner and Curv-Action squeegee.

Christmas vacation is the ideal "time-out" for all necessary building renovation, cleaning and refinishing of gyms and floors. So be prepared—by ordering maintenance supplies now to avoid late arrivals or shortages that mean costly delays. And remember—HILLYARD puts the services of 120 trained floor experts on your staff not your payroll. There's one near you to take the worry out of clean-up problems.

After you lay out your work program and are away for the vacation period, the HILLYARD Maintaineer will follow through with your janitorial staff. He will recommend the best and most economical methods and materials. Make sure that the work will be successfully accomplished. His services are free.

Call on the HILLYARD Maintaineer, the man with Economical Ideas on Floor Treatments.

MAIL COUPON TODAY

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Please have the Hillyard Maintaineer in my vicinity call—help me inventory maintenance needs—lay out a work program for Christmas vacation clean-up. (no charge)

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GYM AND FLOOR FINISHES
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DISINFECTANT SUPPLIES AND MAINTENANCE EQUIPMENT

BRANCHES AND WAREHOUSE STOCKS IN PRINCIPAL CITIES

FLOOR HILLYARD TREATMENTS

ST. JOSEPH, MO.

What's New . . .

Instant Coffee

Instant Maxwell House Coffee is now available in individual service envelopes for institutional use. Each envelope contains enough for one cup of coffee which is quickly and easily prepared at the time of need. Supplies kept in several locations in dormitory and other housing areas will simplify the preparation of coffee as needed. **General Foods, Dept. CUB, 250 Park Ave., New York 17. (Key No. 772)**

Tornado Floor Machine

Designed to reduce operator fatigue and speed cleaning operations, the new Tornado Floor Machine has many improved mechanical and operational features. A new type feather-touch switch is located on each side of the handle to permit operation with either hand. The left hand switch also controls the flow of scrubbing solution from the tank. Greater maneuverability is provided by connecting the electric cable directly to the lower side of the handle. Fifty feet of wire cable is supplied with a strain relief spring at the handle juncture.

Improved balance and control of the machine are provided by the reduced overall length which permits mounting the handle closer to the machine center. The handle adjusts from 30 degrees to a complete vertical position. The self-retracting, non-marking neoprene wheels are raised by raising the handle and are lowered into rolling position with a touch of the toe. The Tornado brush

coupler has been improved so that the machine is wheeled over the brush lying on the floor, lowered and started for brush connection. The new solution tank is streamlined and reduced in weight, the newly designed motor and gear assembly is sealed to reduce upkeep, and a complete line of accessories is available for use with the new machines. **Breuer Electric Mfg. Co., Dept. CUB, 5100 N. Ravenswood Ave., Chicago 40. (Key No. 773)**

(Continued on page 74)

Two-Phone Intercom

The Duo-Com is a simplified two-phone system for instant natural voice communication. There is no dialing, switchboard or other accessories as contact between the phones is made simply by lifting the receiver and depressing a button. The system is easily installed, operated and maintained and will work for many months on a single six-volt battery. The system saves time and steps and frees telephone lines for outside calls. **RCA Victor Division, Radio Corporation of America, Dept. CUB, Camden, N.J. (Key No. 774)**

Ice Remover

The X-73 Ice Remover is a chemical designed to melt ice and thaw snow faster than salt and to reduce the cost of cleaning steps, walks and drives covered with snow or ice. The product also works as a rust inhibitor which protects machinery, drains and gutters. It is produced in the form of coarse granules and is used by sprinkling lightly over icy surfaces. It spreads itself thoroughly to melt ice and snow. It is supplied in 100 and 200 pound fiber drums and waterproof paper bags. **The Monroe Company, Inc., Dept. CUB, 10703 Quebec Ave., Cleveland 6, Ohio. (Key No. 775)**

in 1853

When 1 Park Avenue was just a country site near New York's railroad depot, the first bentwood chair invented by Michael Thonet was introduced in America.

A HUNDRED YEARS OF PROGRESS

Modern Thonet Chair 1266

in 1953

Our modern showrooms at 1 Park Avenue attract the buyers and architects from everywhere who have selected millions of sturdy Thonet chairs.

100 years of reliable service have proved again and again that Thonet is unequalled for full quality values.

Write for brochure illustrating the furniture you need. Dept. H-12, 1 Park Avenue, New York 16, N. Y.

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Visit our beautifully redecorated New York Show Room at
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ACCIDENT SICKNESS AND ACCIDENT & CAMP PLANS
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1930
TUITION REFUND PLAN

The businesslike way to handle refunds is by means of the

TUITION REFUND PLAN

Although a refund of tuition fees may not mean an actual money loss to your college, it usually means an expenditure of time, a disturbance of routine and an opportunity for misunderstanding, disappointment or even ill will.

Under the Tuition Refund Plan neither the college nor the student can suffer serious loss. Refunds for lost class time or complete withdrawal are handled as routine matters and an equitable, uniform, understandable policy prevails.

There are two forms of the Plan available:

Original TUITION REFUND PLAN
Refunds fees when a student is absent or withdrawn for medical reasons at any time during the college year.

TUITION REFUND PLAN (Broad Form)
Refunds fees when a student is withdrawn or dismissed for any reason (with a few exceptions) including disciplinary and scholastic reasons. This form is now available in many states.

Either form of the Plan can be adjusted to your needs. Write for complete information. Tell us your terms of enrollment, number of students and fees. Tell us which Plan you prefer and we can tell you what the benefits and costs will be in your case.

A. W. G. DEWAR
INCORPORATED
Educational Insurance Underwriters
141 Milk Street BOSTON Massachusetts

How to stretch your budget with MOSINEE towels

No matter how it is dispensed, the ability of a paper towel to dry the hands is the most important thing about a towel service. That's why Mosinee TURN-TOWL service *tops* anything in its field. There is not another controlled-type cabinet on the market, dispensing towels that can match the quality of Mosinee Turn-Towls.

And as for reducing towel consumption, read this: "A mid-western college with 800 students switched from low-cost ordinary towels to Turn-Towls. The maintenance engineer claims they are now using 40% fewer towels."

NATIONAL SCHOOL SERVICE INSTITUTE
SERVICE TO THE SCHOOL CHILDREN

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PREP-TOWLS • ZIP-TOWLS • TRIM-TOWLS
TURN-TOWLS • ROLTOWLS • BATH-TOWLS
AND A COMPLETE LINE OF TOWEL DISPENSERS

What's New . . .

Magnetic Tape Recorder

The new Model 401 magnetic tape recorder is designed for use with its companion Model 402 or with any high quality amplifier and speaker. This recorder and pre-amplifier has a frequency response of 30 to 13,000 cycles and exceeds the standards established by the National Association of Radio and Television Broadcasting, according to the manufacturer. Controls are positioned for easy handling and include selector switch for tape playback and inputs from microphone, radio-TV and phonograph, recording volume, tone balance, monitor volume and a recording safety interlock. A new type tape transport unit on the Model 401 is designed to give years of quality performance. **Crestwood Recorder Div., Daystrom Electric Corp., Dept. CUB, 837 Main St., Poughkeepsie, N. Y. (Key No. 776)**

Vegetable Peeler

The new Model P-30 potato and vegetable peeler developed by Colt is a compact, streamlined unit which is designed for easy installation and maintenance. It has a capacity of 30 pounds of potatoes or vegetables per load and peels rapidly and cleanly with maximum protection against waste. The peel trap is built in and the cylinder interior, including the chute door, is entirely coated with abrasive.

The discharge chute is locked or unlocked by means of a finger touch lever-cam. The cylinder is easily removed for

thorough cleaning if desired. A permanent water connection is provided and a vinyl-type flexible hose supplies water for flushing away waste during peeling operations. It also provides means of flushing out the interior of the machine, discharge chute and peel trap cavity. **Colt's Manufacturing Co., Dept. CUB, Hartford, Conn. (Key No. 777)**

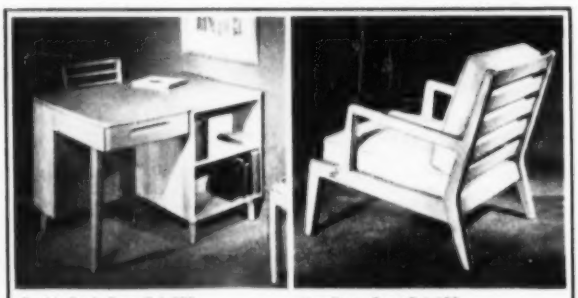
Storage Cabinets

Ten styles are now available in the redesigned, expanded line of Royal steel storage and wardrobe cabinets. The line includes a counter-high cabinet and three double-door cabinets, each in 18 or 23 inch depth, and two single-door cabinets in 18 inch depth. The doors and front frames are of one-piece, all-welded construction to simplify assembly of the cabinets which are shipped knocked down, ready to set up. The line features bonderized finish, 2½ inch concealed hinges with blind attachments to prevent tampering and a smooth exterior with rounded corners and edges. Cabinets are finished in either gray or green plastelle baked enamel and are of heavy gauge steel construction. **Royal Metal Mfg. Co., Dept. CUB, 175 N. Michigan Ave., Chicago 1. (Key No. 778)**

Stereo Carrier

The showing of single stereo frames in any 2 by 2 inch slide projector is possible with the new stereo carrier. It accommodates all types of stereo binders without rebinding or any manipulation. Full detail and color are assured when showing a single stereo frame. **GoldE Manufacturing Co., Dept. CUB, 4888 N. Clark St., Chicago 40. (Key No. 779)**

(Continued on page 76)



Double Desk, Fawn Oak 830 — Arm Chair, Fawn Oak 183

Furniture by **HUNTINGTON**

—always in good Taste

Huntington high quality furniture is specifically designed for long wear and style appeal for every institutional use—lounging areas, sleeping quarters and executive offices. Both the quality and comfort are guaranteed by strict adherence to high standards of manufacturing.
Sold through authorized contract dealers.
Designs by
Jorgen Hansen and Jens Thuesen.

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Please mail complete information about Huntington furniture to

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Attach to your letterhead and mail to Huntington Chair Corporation, Huntington, W. Va.

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HUNTINGTON CHAIR CORPORATION
HUNTINGTON, WEST VIRGINIA

Permanent Showrooms: Huntington, Chicago and New York

Monroe FOLDING BENCHES

and FOLDING TABLES

Monroe Folding Benches, combined with Monroe Folding Pedestal Banquet Tables are ideal for the school cafeteria as well as for many other uses throughout the school. Monroe Folding Benches have the same basic construction as the famous Monroe Folding Tables.

Tables and Benches Nest for Quick Room Clearance

Benches Fold Flat—2½" Thin

Write for CATALOG and DISCOUNTS on Direct Shipments to All Institutions

Sturdy Construction for Long Life

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77 CHURCH STREET — COLFAX, IOWA

Built-in speed... built-in ease for faster accounting at lower cost!

IT DOES THESE JOBS —AND MORE!

Budgetary Accounting
Cost Records • Expenditure and Revenue Distribution
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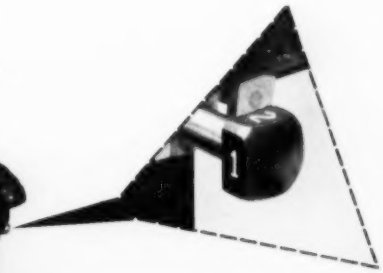

CHANGE JOBS INSTANTLY

Change jobs with a turn of the job selector knob. Any four accounting operations controlled by one sensing panel. Any number of panels can be used, so there's no limit to the number of accounting jobs a Sensimatic will do.

Speed and ease are inseparable in a Sensimatic because high productivity is built right into the machine. The sensing panel or "mechanical brain" directs the machine swiftly and automatically through every figuring operation and carriage movement.

Because of this, there's less for the operator to learn and to do. Every operator function has been simplified to require minimum effort. Even the insertion and alignment of forms has been made so easy that important amounts of time are saved in this one part of the work alone. It will be to your advantage to see a Sensimatic in action. At the very least, you'll have a new basis for judging accounting machine performance.

A Burroughs representative will be glad to arrange a demonstration at your convenience. You'll find Burroughs listed in the yellow pages of your telephone book, or write Burroughs Corporation, Detroit 32, Michigan.

Now there are five!

Sensimatic 500 with 19 totals
Sensimatic 400 with 9 totals
Sensimatic 300 with 11 totals
Sensimatic 200 with 5 totals
Sensimatic 100 with 2 totals

WHEREVER THERE'S BUSINESS THERE'S Burroughs

Electric Hair Dryer

Hair is quickly dried after swim, shower or shampoo, with the new automatic electric hair dryer. It has been designed for use in gymnasiums and dormitories, swimming pool dressing rooms, locker rooms and similar locations. It provides a sanitary hair drying service, reduces locker room congestion and delays in getting to classrooms after swimming, and promotes health by guarding against the danger of colds due to wet hair. The dryer is actuated by a push button and cuts off automatically after three minutes, in which time most heads of hair should be dry. **National Dryer Corp., Dept. CUB, 616 W. Adams St., Chicago 6. (Key No. 780)**

Talking Window

A circular window is being introduced through which one can speak and hear, but which is drafttproof and germproof. Developed in Europe, the Looky-Talky Window consists of a membrane which transmits sound as if there were no window at all. A carrying frame supports the membrane and is inserted into the outside rims which support the complete unit. The talking window can be set in a wall or in a glass window where communication between the two areas is desired. Clear and distinct voice transmission is afforded by the window, which is suitable for use in business offices, cashier's offices, reception rooms and other

locations. A metal disc is provided for insertion when the window is not being used. **Sun-Sash Company, Dept. CUB, 38 Park Row, New York 38. (Key No. 781)**

Twin-Speaker Sound System

The new Twin-Speaker "Rhythmaster" Portable High Fidelity Sound System features the use of two new, high-powered, matched 10 inch custom-built speakers, designed to provide excellent tonal quality and wide-range distribution of music and sound. Known as Model RT-43VC, the unit is equipped with the Rek-O-Kut continuously variable speed turntable which plays records from 6 to 16 inches at any variation of speed from 25 to 100 RPM, without distortion.

The new unit can be used in gymnasiums and auditoriums as well as in smaller areas, and trumpet speakers may be plugged directly into the output provided for use on athletic fields, recreation centers and other outdoor areas. It can be used as a phonograph, public address system, and, when used with FM tuner, as a high fidelity radio receiver. **Rek-O-Kut Company, Dept. CUB, 38-01 Queens Blvd., Long Island City 1, N. Y. (Key No. 782)**

Bactericide-Disinfectant

Diversol CX is a new bactericide-disinfectant cleaner and deodorizer. It helps control bacteria, mold and yeast and is 100 per cent soluble, stable and non-corrosive. A new formula of inorganic coloring gives the product a pink color for ready identification. The product has superior water softening and powerful penetrating action and will not stain. It is packed in 325 pound barrels, 125 pound and 25 pound drums. **The Diversey Corp., Dept. CUB, 1820 Roscoe St., Chicago 13 (Key No. 783)**

(Continued on page 78)

DURABLE AND Smart FURNITURE

AMERICAN CHAIR COMPANY

Design by Colin Campbell McLean

Wall-Saving Easy Chair

No. 8027

For prices and complete information on furniture for dormitory, dining hall, library and student lounge, see your dealer or write us.

AMERICAN CHAIR COMPANY
MANUFACTURERS
SHEBOYGAN, WISCONSIN

EDWARD DON & COMPANY

The Dishes that Last.. and Last.. and Last

. . . and WILL stimulate the appetite!

FURNISH your school lunchroom or church kitchen with colorful, unbreakable plastic dishes that build up appetites—cut down expenses. Their eye-appeal means appetite-appeal. Their longer life means much lower costs. Less clatter — meaning less noise and frayed nerves when clearing tables, washing and stacking. Light weight, too, for quicker and easier handling. And your choice of pastel colors!

PLASTIC WARE is only one of the 50,000 items of EQUIPMENT, FURNISHINGS, AND SUPPLIES sold by DON for faster and better food service. Ask for a DON salesman to call. He carries a complete line of items for your lunchroom or kitchen — yes, everything from ranges to napkins. And on ALL items always — SATISFACTION GUARANTEED.

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Johns-Manville *TERRAFLEX*

vinyl plastic-asbestos floor tile
"keeps its first-day newness a lifetime."

Terraflex is colorful, resilient and quiet underfoot. Excellent for schools, libraries, offices, auditoriums, etc.

J-M Terraflex* combines minimum care with maximum wear to provide greatest flooring economy!

MADE OF vinyl plastic and asbestos, Terraflex is exceptionally tough and resistant to traffic . . . yet resilient and quiet underfoot.

Terraflex has a smooth, nonporous surface that is impervious to the effects of grease, oil, strong soaps, and mild acids. Dirt can't cling to it . . . simple soap-and-water mopping keeps it clean and bright. *Even occasional waxing is optional.*

Available in a wide choice of clear, harmonious colors, Terraflex is the ideal floor for homes, offices, schools, hospitals, stores . . . any place where reliable floor service, long-time economy and beauty of appearance are important.

Your Johns-Manville Approved Flooring Contractor will gladly show you Terraflex. Or send for the free brochure showing the complete color line of Terraflex Plastic Tile and Asphalt Tile. Write today to Johns-Manville, Box 158, New York 16, N. Y.

*Reg. U.S. Pat. Off.

Johns-Manville

TERRAFLEX AND ASPHALT TILE FLOORING

What's New . . .

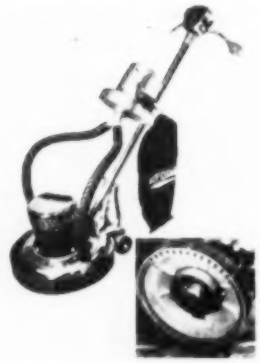
"3-D" Phonograph

A new table-model high-fidelity phonograph has been introduced by Webster which gives a three-dimensional effect to recorded music, wherever it may be placed in a room. Known as the Musicale, the unit has three speakers, one on each side and one in front, that create stereophonic sound. A new volume control permits regulating the sound from a whisper to full power without change in frequency response. The unit has a Webcor 121-type automatic three-speed record changer, spring mounted to eliminate rumble and vibration. **Webster-Chicago Corp., Dept. CUB, 5610 Bloomingdale, Chicago 39. (Key No. 784)**

Dust Pickup Unit

A dust pickup vacuum cleaning attachment for use in light sanding or finish sanding operations has been developed for use on Multi-Clean floor machines. Consisting of a detachable vacuum power unit with 1 h.p. motor that mounts on the floor machine handle, the unit can be put on or taken off any Multi-Clean heavy duty floor machine in approximately ten minutes. A suction ring assembly clamps to the base of the machine without drilling. Both the vacuum and the machine operate together from the switch lever under the floor machine handle bar.

The vacuum has a strong water lift, providing ample power to pick up all



sanding dust. The dust bag is easily emptied and the dust hoses are flexible permitting the machine handle to remain completely adjustable to comfortable operating position. **Multi-Clean Products, Inc., Dept. CUB, 2277 Ford Pkwy., St. Paul 1, Minn. (Key No. 785)**

Slip-Resistant Floor Finish

A new protective floor finish which gives a high gloss without buffing and has unusual slip-resistant qualities is offered in Gripsheen. It provides high traction on any kind of floor, including terrazzo. Gripsheen is easy to apply, dries quickly and has high wearability. Small areas may be patched without refinishing an entire surface and it blends without showing overlap marks. This water-based finish is easily maintained by damp mopping and can be removed with West Scrub Soap. **West Disinfecting Co., Dept. CUB, 42-16 West St., Long Island City 1, N. Y. (Key No. 786)**

Vegetable Peeler

The Univex Deluxe Model D Stainless Steel Vegetable Peeler features a new bearing assembly, a new Tumblelator peeling disc, a new type ⅓ h.p. electric motor and a newly designed long-life automatic timer. It is available in a light weight portable model or in a heavy duty floor model. The portable model can be placed on counter, table or drainboard with no clamps, bolts or peel trap. Twenty pounds of potatoes or other root vegetables can be poured into the unit and peeled in one minute. The pulverized peel will flow down the sink drain without clogging, or a peel trap may be used if desired. The automatic timer prevents over-peeling. **Universal Industries, Dept. CUB, Somerville, Mass. (Key No. 787)**

(Continued on page 80)

IT DOESN'T TAKE A DETECTIVE

to figure out that "Bull Frog"

TRADE MARK REG. U.S. PAT. OFF.

SAF-T-KLENZ

makes mouldy, dingy shower rooms and swimming pools look sparkling clean!

IT'S NO SECRET that Bull Frog Saf-T-Klenz removes rust and stains, lime deposits and algae formations leaving a clean gleaming surface with floors and decks that are practically slip-proof!

THE SMART THING TO DO is to take us up on our offer of a generous free sample, yours for the asking, and see for yourself how swimming pools and showers can be sparkling bright in half the time and with half the effort the Saf-T-Klenz way! It also minimizes conditions that breed and spread infectious germs. Simply sprinkle a little Saf-T-Klenz powder on the damp surface, mop lightly and then rinse with clear water. No hard rubbing. It's odorless and harmless to hands, clothing, floors and drains.

Sold with a guarantee of satisfaction.

BERMAN CHEMICAL COMPANY
694 Superior Street Toledo 4, Ohio

☐ Please send free sample of Saf-T-Klenz ☐ Please send quantity prices.

NAME
FIRM
STREET
CITY & STATE

No. 1064S

SINGLE STUDENT'S DESK

Does Double Duty

This attractive desk can be used anywhere in a room. It is beautifully finished all over and has an unusual "two-way" drawer. The drawer (shown in sketch) has a safety stop, which prevents its being pulled out all the way. Shelves accommodate text books, etc. Genuine Woodgrain Formica top prevents damage from burns and scratching.

No. 1064S SPECIFICATIONS
Natural Birch or Maple finish. (Other finishes can be supplied). Top, 36⅝ x 20". Height, 30". Metal cushion glides. Choice of wood or brushed brass knobs. Weight, 50 lbs.

Write for Bulletin 1009.

EICHENLAUBS
For Better Furniture
3501 BUTLER ST., PITTSBURGH 1, PA
ESTABLISHED 1871

Neumade

ALL STEEL COMBINATION STORAGE UNITS

YOU CAN BE SURE that your stored films will be safe from dust, heat or dryness with NEUMADE COMBINATION STORAGE UNITS!

PROTECTS YOUR FILM!

Model MM-119-A practical storage cabinet for the varied film library. Holds 400, 800, 1200, 1600 ft. reels; 100 filmstrip cans plus utility drawer in base. Overall size: 30" wide, 70" high, 16" deep. Over 50 models to choose from. Write for free catalog.

Neumade

PRODUCTS CORPORATION
330 West 42nd Street
New York 18, N. Y.

The preferred chair for college classrooms and lecture halls

Pedestal Tablet-Arm Chair No. 472

Leading colleges and universities have shown a marked preference for American Universal Pedestal Tablet-Arm Chairs. These chairs are designed for balanced posture and comfort. They are secured to the floor, thus avoiding the helter-skelter confusion resulting from pushing chairs back when the bell rings.

The roomy cradleform posture seat is 15½ inches deep, 17½ inches wide, and 17 inches high. The solid, deep-curved back is especially useful for riser-treads, as it prevents use of the seat as a footrest by those in back. The 23½ x 12-inch tablet-arm has proper height and slope for writing comfort. Extra strength is provided by the tubular-steel support with V-brackets under arm and seat. All metal parts have dipped, baked-enamel finish. Plywood seat, back, and arm are durably lacquered in natural-wood finish. Book rack (as shown) is an optional accessory.

STAINLESS STEEL REFRIGERATORS by HERRICK

Performance-Proved

at Chicago's

HOTEL CONRAD HILTON

HERRICK units were supplied by Duparquet, Inc., 225-235 N. Racine Ave., Chicago, Ill.

HERRICK Stainless Steel Refrigerators serve the Hilton's kitchens, coffee shops and cocktail lounges. Above is a HERRICK 20-door model used in the hotel's Banquet Kitchen. Wherever complete food and beverage conditioning is called for, HERRICK does a perfect job! HERRICK is unequaled for superb, low-cost-per-year performance. Write today for the name of nearest HERRICK supplier.

HERRICK REFRIGERATOR CO., WATERLOO, IOWA
DEPT. C, COMMERCIAL REFRIGERATION DIVISION

HERRICK The Aristocrat of Refrigerators

American Bodiform Upholstered Auditorium Chairs with Tablet-Arm

Comfortable seating and convenience, as provided in American Bodiform Auditorium Chairs with Tablet-Arm promote greater attention to the speaker.

Scientific contours, generous dimensions, and controlled resiliency make for increased comfort in this chair. Automatic uniform ¾ safety-fold seat action assures convenience in passing and sweeping. Upholstery improves acoustics in partly filled auditoriums or lecture halls.

Smooth, silent functioning of all moving parts helps avoid noise and confusion. Improved upholstering method eliminates tacks; worn upholstery is quickly replaced by customer. Chairs can be supplied with riser-attached standards for balconies. Available in a wide choice of upholstery colors and aisle standard designs.

Bodiform Tablet-Arm Chair
No. 16-001TA

Write to us in detail about your requirements.

WORLD'S LEADER IN PUBLIC SEATING

American Seating Company

Grand Rapids 7, Mich. Branch Offices and Distributors in Principal Cities

Manufacturers of School, Auditorium, Church, Theatre, Transportation, Stadium Seating, and Folding Chairs

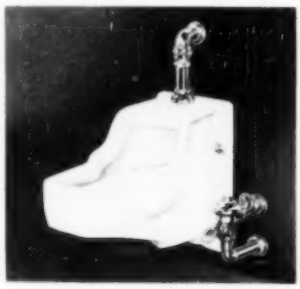
Perforated Acoustical Material

A new perforation design is offered in Armstrong Full Random Cushiontone acoustical material. The new design has non-directional perforations, spaced at random over the face of the tile. It provides a change from the straight-line perforation design and offers greater freedom in creating interiors with a low-cost acoustical treatment. The new Full Random Cushiontone has narrow bevels with minimum border between the perforations and bevel. It has high light reflection and the factory painted surface is washable. It may be repainted with an oil base paint if desired. **Armstrong Cork Co., Dept. CUB, Lancaster, Pa. (Key No. 788)**

No-Contact Urinal

The Hygia is a new no-contact urinal designed for use in women's washrooms to promote cleanliness and better sanitary conditions. It is available as a wall hung unit and in two pedestal-type models with either flush valve or tank. With three models to choose from, the Hygia can be adapted to practically every washroom floor plan for new installations or remodeling.

The units have either concealed or exposed flush valves with siphon jet flushing action. Concealed rim jets clean the elongated bowl swiftly and quietly. The rounded edges and vitreous china surfaces make the Hygia easy to keep



clean. It has approximately the same dimensions as many siphon jet closets and can be used as replacement without elaborate changes when washrooms are being modernized. **Kohler Co., Dept. CUB, Kohler, Wis. (Key No. 789)**

Seat-Table Combination

The Converta Seat-Table combination is a versatile unit for most seating, lecture or feeding needs. From a flat folded package 4½ inches thick, a bench with a backrest or a table desk-seat combination can be unfolded.

Standard models of the new Converta line are furnished with hardwood seats and Melamine plastic tops in a choice of color combinations in 8 foot lengths. Other models are available with a choice of fixed or folding legs and any desired lengths, heights and materials. Hardware is of heavy gauge cold rolled steel finished with scuff-resistant baked enamel in various color combinations. The units can be used in classrooms, cafeterias, lecture rooms, auditoriums, for banquets, as bleachers and for other uses. They are easily moved and stacked, ruggedly constructed and versatile in use. **Converta Bench Corp., Dept. CUB, 2049 Fifteenth St., North Arlington, Va. (Key No. 790)**

Transparent Spine Book Cover

The new patented Plasti-Thene "Title-View" Textbook Cover is designed to protect books while facilitating their identification. As its name indicates, the new book cover has a transparent plastic spine which reveals the book title clearly. The heavy plastic film is molded to the heavy paper stock to form a heavy durable, tough cover which is impervious to most chemicals. Space is available on the front and back covers for imprinting school name and insignia in school colors. **Bro-Dart Industries, Library Service Division, Dept. CUB, 59 E. Alpine St., Newark 5, N. J. (Key No. 791)**

(Continued on page 81)

THE TABLET-ARM CHAIR THAT'S *Comfortable* AND STURDY!

PRACTICAL DESIGNING MEANS PLUS VALUES

- Ideal for class or lecture room.
- Large Tablet Arm in natural position.
- Comfortable saddled seat.
- Heavy cast iron base.
- Solid hard maple seat and tablet arm.
- Available with bookrack if required.
- Finished in tough scratch resisting "Celsyn."

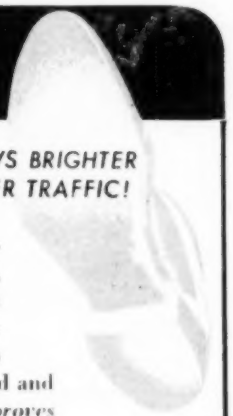
"Suntan Color" engineered color harmony.

No. 315 University Chair

"No one ever regretted Buying Quality"

PEABODY SEATING COMPANY, INC.
NORTH MANCHESTER, INDIANA

DOLCOWAX for BEAUTIFUL FLOORS



GROWS BRIGHTER UNDER TRAFFIC!

DOLCOWAX is a premium-quality floor wax for general use, sold with the guarantee that, regardless of price, *no competing floor emulsion wax will outwear it!* Easily applied, DOLCOWAX leaves a beautiful, lustrous film, hard and durable, which actually *improves* in lustre under foot traffic.

For **FREE** SANITARY SURVEY of Your Premises consult your DOLGE SERVICE MAN

DOLGE has a floor finish for *every* specific purpose. If you have a special floor maintenance problem, your Dolge Service Man will gladly demonstrate the *correct* finish. No obligation, of course.

dependable DOLGE
WESTPORT, CONNECTICUT

Package for Cleaner

A new packing has been developed for Wall-Kleen Krystals to prevent wastage and spilling by workmen. Two ounce moistureproof envelopes of the material are packed in drums. The contents of one 2 ounce envelope is the correct amount to mix with two gallons of water for general purpose hand cleaning of walls, ceilings, woodwork, various types of floors, tile, glass, metals, rubber, plastics and other surfaces. Extra envelopes can be used in wall washing and floor scrubbing machines, for cleaning Venetian blinds, for removing old wax and on extremely dirty or greasy surfaces.

Wall-Kleen Krystals contain no harsh chemicals and clean by emulsification. Four hundred of the two ounce envelopes are contained in each 50 pound drum which produces 800 gallons of cleaning solution. **Ross & Story Products Corp., Dept. CUB, 705 Dewitt St., Syracuse, N. Y. (Key No. 792)**

Chain Basketball Nets

Designed for use on either outdoor or indoor basketball courts, the new steel chain basketball nets are constructed for long wear without breaking, stretching, shrinking raveling, scratching, tearing, tangling or ripping. They are easily installed and will withstand all weather conditions. Made to regulation size, the nets have the same outward appearance as cloth nets but are made of galvanized

steel chain links with cadmium hooks. They are available for "No Tie" goals as well as for plain goals. **Jayfro Athletic Supply Co., Dept. CUB, P.O. Box 1065, New London, Conn. (Key No. 793)**

Food Chopper

A new heavy duty non-stall food chopper is announced as the Biro Model 6632A. It has a compact, streamlined design and an all steel case and stainless steel tray. Powered by a 2 h.p. motor, the new chopper occupies 16 by 34 inches of counter space. It has a stainless steel removable tray for large capacity work. All parts are designed to operate as a unit so that the meat moves steadily without clogging or overloading any part. **The Biro Mfg. Co., Dept. CUB, Marblehead, Ohio. (Key No. 794)**

Opaque Projector

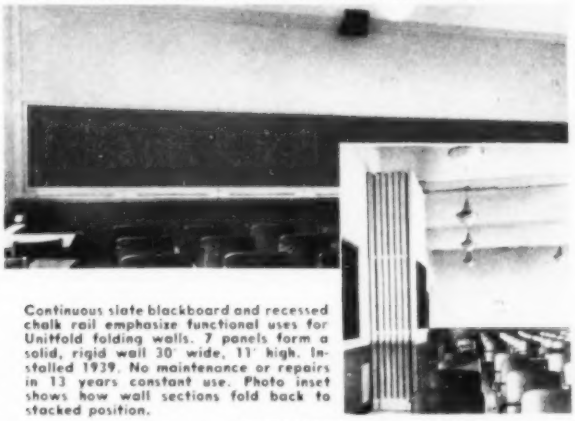
The Taylor Model TS-3 direct-image Spotlight Opaque Projector is an improved unit for projecting teaching or lecture material. It has a plate glass sheet which can be used on the sliding copy tray to press copy down flat. Even open books can be inserted and pressed flat by the plate glass sheet, to be projected without distortion. The copy cabinet is pressurized with a large volume of equally distributed air to hold copy down while cooling the projector.

A feature of the Model TS-3 is the newly designed "light beam" pointer which can be removed if desired for facility in pointing to any desired section of the projected image. It has fingertip control and can be used on the machine or away from it. The Model TS-3 projector is light in weight, cool in operation, handles page size up to 11 by 11 inches, including glossy prints, and has all of the advantages of the earlier models by Taylor. **Squibb-Taylor, Inc., Dept. CUB, 1213 S. Akard St., Dallas 1, Tex. (Key No. 795)**

(Continued on page 82)

AT BOSTON UNIVERSITY - it's Fairhurst T.M. Reg. Unitfold. Folding Walls

View of classroom in College of Business Administration, Boston University. Architects: Cram & Ferguson, Boston, Mass.



Continuous slate blackboard and recessed chalk rail emphasize functional uses for Unitfold folding walls. 7 panels form a solid, rigid wall 30' wide, 11' high. Installed 1939. No maintenance or repairs in 13 years constant use. Photo inset shows how wall sections fold back to stacked position.

From Boston University: "... complete satisfaction ... any statements we might make regarding its quality and durability would be most favorable."

John T. Fairhurst Co., Inc.
45 West 45th Street New York 19, N. Y.

...at the head of CLASS

HORNER ALL WOOL ANTI-SHRINK DORMITORY BLANKETS with your SCHOOL EMBLEM

Your school will be justly proud of your own special dormitory blankets by Horner . . . emblazoned with the school's initials or emblem . . . and treated by Horner's exclusive anti-shrink process which reduces blanket shrinkage 83 per cent.

Passenger Blankets — quality selected to outfit the S.S. United States, America's finest luxury liner.

IN ANY SIZE OR COLOR

write: HORNER WOOLEN MILLS COMPANY
EATON RAPIDS, MICHIGAN

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December, 1953

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• **"Your Holiday Helper"** is the title of a small booklet prepared by H. J. Heinz Company, Pittsburgh 30, Pa. As its name implies, it offers suggestions for special dishes for the holidays, together with the necessary recipes. **(Key No. 796)**

• A purchase or lease program has been set up by Remington Rand Inc., 315 Fourth Ave., New York 10. The rental arrangement on a comprehensive range of business machines and office equipment has been extended as an alternative to direct purchase on the entire machine and equipment line. **The Remington Rand New Lease Plan** covers items from typewriters to visible record keeping and filing equipment. **(Key No. 797)**

• A booklet, **"Some Whys and Hows of Modern School Lighting,"** written in non-technical language by Willard Allphin, specialist in school lighting, is being made available by Sylvania Electric Products Inc., 1740 Broadway, New York 19. The booklet stresses the fact that 80 percent of all school learning is gained through the eyes and the resulting importance of good lighting. The results of studies are discussed, including the relative values of various types of lighting. Of interest are "before and after" photographs of modernized classrooms, showing the value of proper lighting. **(Key No. 798)**

• A new **Pocket Catalog on Projection Screens** has been released by Radiant Mfg. Corp., 2627 W. Roosevelt Rd., Chicago 8. It is an informative, colorful 16 page booklet containing helpful hints on how to choose projection screens, what is the best fabric and what is the right sized screen for the need. **(Key No. 799)**

• The advantages of packaged automatic boilers are discussed in **Bulletin 1219** issued by Orr & Sembower, Inc., Morgantown Rd., Reading, Pa. The booklet describes Powermaster packaged automatic boilers in 17 sizes from 15 through 500 h.p. for steam and hot water. **(Key No. 800)**

• **"The Precision Line . . . Metal Furniture with Plastic Webbing"** is the title of a new folder issued by Precision Mfg. Co., Evanston, Ill. Featured are chairs and tables of metal in attractive modern design for dormitories and other residence buildings, lounges, solariums and similar areas. Removable plastic webbing is attached to the metal chair frames by a patented clip. Colors can be changed as desired and the chairs are comfortable and inexpensive. The frames are available in chrome or baked enamel and the plastic webbing is red, green or ivory, or special colors on order. **(Key No. 801)**

• A new **pictorial chart on Leonardo da Vinci** and his place in history has been prepared by the Fine Arts Department of the International Business Machines Corp. In it are pictured the main events and works of da Vinci's life in chronological relationship with other personalities and events of his time. The chart is available from the Dept. of Information, International Business Machines Corp., 590 Madison Ave., New York 22. **(Key No. 802)**

• **"Food Service Facilities"** is the title of a planning booklet issued by J. E. Stephens Associates, Inc., 320 Lafayette Blvd., Detroit 26, Mich. Twenty-four pages of sketches and photographs show carefully planned facilities for the storage, preparation and serving of food for up to 5000 persons. In some instances, overall sizes of the area and the number of persons served are stated, with the thought that this information might prove helpful in the first preliminary planning of space requirements. J. E. Stephens Associates does not sell equipment but offers a complete Engineering Service for planning. **(Key No. 803)**

• A two color brochure describing **low-cost mastic floor resurfacing** has been released by United Laboratories, Inc., 16801 Euclid Ave., Cleveland 12, Ohio. The folder discusses details for mixing, low-cost advantages of the materials and how mastics are used. **(Key No. 804)**

• **Bulletin No. A-104** issued by Eclipse Fuel Engineering Co., 1001 Buchanan St., Rockford, Ill., gives full catalog information on **Eclipse Super-Matic Scotch "Steamboilerplants."** Printed in color, the catalog illustrates and describes parts and operation. **(Key No. 805)**

• A new 16 page **general catalog** has been issued by The Patterson-Kelley Co., Inc., East Stroudsburg, Pa. The booklet gives technical and general information on more than a dozen types of hot water storage heaters and heat exchangers for use in institutions of various types. **(Key No. 806)**

• A four page bulletin on a series of complete combustion systems has been released by Peabody Engineering Corp., 580 Fifth Ave., New York 36. It tells the story of installations of **Peabody Complete Oil Burning Systems** in a number of buildings, with before and after pictures of the installations. **(Key No. 807)**

• A digest of the many uses of the Time Switch is offered in a booklet, **"The Story of the Electric Watchman,"** offered by the National Electrical Manufacturers Assn., Time Switch Section, 155 E. 44th St., New York 17. The booklet describes Time Switches as a factor in the lives of all types of people and tells why and how. **(Key No. 808)**

• **Supplements to Catalogs No. 103 and 104** have been issued by Huntington Chair Corporation, Huntington, W. Va. Chairs, settees and tables are illustrated and described in the Supplement to Catalog No. 103 and Studio Units, especially suitable for dormitory and other housing, are covered in the Supplement to Catalog No. 104. Full catalog information is given in both supplements. **(Key No. 809)**

• A series of nationally uniform sanitation standards for food service and other health-related equipment is being undertaken by the National Sanitation Foundation, University of Michigan School of Public Health, Ann Arbor, Mich. The third in the series, **"NSF Standard No. 3, Spray-Type Dishwashing Machines,"** is now available. It is the result of more than two years of work on the part of Foundation committees on methods of washing dishes, utensils and glasses satisfactorily from the health point of view. **(Key No. 810)**

• A revised catalog covering the application of **Stanley Magic Door Controls** to the automatic operation of doors is discussed in a revised catalog issued by the Magic Door Division, The Stanley Works, 195 Lake St., New Britain, Conn. Magic Door Controls are described in detail and illustrations show them in use. **(Key No. 811)**

Suppliers' News

Colgate-Palmolive Company is the new corporate name of the manufacturer of soaps, detergents and other cleaning products, **105 Hudson St., Jersey City 2, N. J.,** formerly known as **Colgate Palmolive-Peet Co.** The company name has been shortened but no change in corporate entity is involved.

Johnson Service Company, 507 E. Michigan St., Milwaukee 2, Wis., manufacturer of automatic temperature and air conditioning control systems, announces the opening of two new branches. The new and enlarged plant at **840 Hilton Rd., Detroit, Mich.,** will serve the central area and a new plant has also been constructed in **Greensboro, N. C.**

Purchase of the **Milwaukee Lace Paper Co., 1306 E. Meinecke Ave., Milwaukee, Wis.,** by the **Smith-Lee Co., Inc., Oneida, N.Y.,** has recently been announced. The Milapaco line of paper specialty items will continue to be manufactured in the Milwaukee plant but the company will be known as **Milwaukee Lace Paper Company, Division of Smith-Lee Company, Inc.**

North Star Woolen Mill Co., manufacturer of blankets and other woolen products, announces removal of its New York headquarters offices and showrooms from **100 Park Ave. to 417 Fifth Ave.**

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Model DS Dish Scrapper

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Duquesne University Community House, Pittsburgh, Pa., R. B. O'Connor and W. H. Kilham, Jr., architects, New York, N. Y.; Sullivan Patorno, mechanical engineer, New York, N. Y.; George Soffel Co., heating contractor, Pittsburgh, Pa.

The first installation of Johnson Automatic Temperature Control at Duquesne University was made more than 30 years ago. Through the years, eight major buildings and six dormitory buildings have been equipped with Johnson Control.

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